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Administrative $alaries

at Colleges and Universities in the West 1979-80

Western Interstate Commission for Higher Education

WICHE
Improving Education in The West

WICHE, the Western Interstate Commission for Higher Education, is a nonprofit regional organization. It helps the thirteen member states to work together to provide high-quality, cost-effective programs to meet the education and manpower needs of the West. Member states are Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. WICHE's Information Clearinghouse has initiated this Information Series to provide assistance to higher education and government policy makers in the West.

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Contents

Preface vii

Highlights 1

The Survey 2

The Institutions 3

The Data 4

The Tables 5

Appendix A: Administrative Salaries in the West, 1979-80 15

Appendix B: Administrative Salaries in the United States, 1979-80. 29

Appendix C: 1979-80 Administrative Compensation Survey Summary Position Descriptions 37

Appendix D: College and University Personnel Association Special Studies Information 43

Tables

Table A: Respondents to CUPA Survey 3

Table B: Western Respondents to CUPA Survey by Sector and Type. 4

Table 1: Median Salaries for Selected Administrative Positions in Colleges and Universities in the West and United States, 1978-79 and 1979-80 7

Table 2: Median Salaries for Selected Administrative Positions in Public Colleges and Universities in the West by Institutional Type, 1979-80 8

Table 3: Median Salaries for Selected Administrative Positions in Public Colleges and Universities in the West Expressed as a Percentage of Median Chief Executive Officer's Salary, 1979-80 9

Table 4: Median Salaries for Selected Administrative Positions in Private Colleges and Universities in the West by Institutional Type, 1979-80 10

Table 5: Median Salaries for Selected Administrative Positions in Private Colleges and Universities in the West Expressed as a Percentage of Median Chief Executive Officer's Salary, 1979-80 11

Table 6: Median Salaries for Selected Administrative Positions in Public Colleges and Universities in the West by Enrollment Range, 1979-80 12

Table 7: Median Salaries for Selected Administrative Positions in Colleges and Universities in the West by Subregion, 1979-80 13

Appendix A

Administrative Salaries in the West, 1979-80

Table 8: Administrative Salaries in Public and Private Colleges and Universities in the West, 1979-80 16

Table 9: Administrative Salaries in Public Two-Year Colleges in the West, 1979-80. 18

Table 10: Administrative Salaries in Public Four-Year Colleges in the West, 1979-80. 19

Table 11: Administrative Salaries in Public Universities in the West, 1979-80 20

Table 12: Administrative Salaries in Private Four-Year Colleges in the West, 1979-80. 22

Table 13: Administrative Salaries in Private Universities in the West, 1979-80 23

Table 14: Administrative Salaries in Public Colleges and Universities in the West, 1979-80: FTE Enrollment 4,999 or Less. 24

Table 15: Administrative Salaries in Public Colleges and Universities in the West, 1979-80: FTE Enrollment 5,000-9,999. 25

Table 16: Administrative Salaries in Public Colleges and Universities in the West, 1979-80: FTE Enrollment 10,000 or More 26

Appendix B

Administrative Salaries in the United States, 1979-80

Table 17: Administrative Salaries in Public and Private Colleges and Universities in the United States, 1979-80. 30

Table 18: Administrative Salaries in Public Colleges and Universities in the United States, 1979-80 31

Table 19: Administrative Salaries in Private Colleges and Universities in the United States, 1979-80 32

Table 20: Administrative Salaries in Public and Private Colleges and Universities in the Northwestern United States, 1979-80 33

Table 21: Administrative Salaries in Public and Private Colleges and Universities in the Western United States, 1979-80. 34

Table 22: Administrative Salaries in Public and Private Colleges and Universities in the Southwestern United States, 1979-80 35

Preface

This report provides information about salaries of higher education administrators in the West. While several sources report faculty salaries, there is no published source of western regional data on administrative salaries. The College and University Personnel Association (CUPA), which provided the data in this report, publishes only a national study with very limited attention to regional data. Further, this report groups salary data somewhat differently than the CUPA report, by public and private institutions of different sizes and levels. The data here are for the 1979-80 academic year. This report updates our earlier report on the 1978-79 academic year.

This report is part of a series published by WICHE's Information Clearinghouse in an effort to provide useful information for higher education administrators, governing boards, coordinating boards, legislatures, and executive agencies.

This report was prepared by Dennis Viehland and Norman Kaufman for the Information Clearinghouse. We wish to express our appreciation to Cherie Pedersen and Dot Read for piecing together and typing numerous drafts of the report. Please address any comments or questions to: Norman Kaufman or Dennis Viehland, WICHE, P.O. Drawer P, Boulder, Colorado 80302; telephone (303) 497-0221 or 497-0223.

Highlights

- Although median salaries of administrators in the West are generally higher than salaries nationally, the differences are small and attributable chiefly to the different mix of public and private institutions in the West compared to the nation as a whole (table 1).

- Median salaries for selected administrative positions at public institutions in the West tend to increase as the level of the institution increases. Exceptions to this generalization can be found in some positions at public four-year colleges (table 2).

- Median salaries for selected administrative positions tend to be significantly higher at private universities compared to private four-year colleges in the West (table 4).

- Differences among median salaries for selected positions at public institutions are also associated with differences in size. Salaries are dramatically higher at public institutions with enrollments of 10,000 and above compared to those with enrollments of less than 5,000. Schools with enrollments of between 5,000 and 10,000 students tend to have median salaries between the other two (table 6).

- Variations in median administrative salaries exist among the subregions within the West. Median salaries in the western subregion (California, Hawaii, Nevada, and Guam) tend to be the highest (table 7).

The Survey

This report presents 1979-80 data on administrative salaries in higher education. The data are taken from an annual survey of administrative salaries conducted by the College and University Personnel Association (CUPA). National data on administrative salaries are taken with permission from the CUPA publication, 1979-80 Administrative Compensation Survey, published in May 1980. Administrative salary data for the West were supplied to WICHE by CUPA via a special computer program (see Appendix D, page 47 for more information regarding this service).

In fall 1979 CUPA sent its survey instrument to 3,173* postsecondary institutions in the United States. It received 1,383 usable responses (a 44 percent response rate), which became the national data base. The data collected by the survey met the following specifications:

- Salaries were those in effect during the fall of 1979.
- Salaries were annualized for full-time service, reflecting only actual cash earnings, excluding any services contributed without charge.
- Enrollment ranges used in the report were for the academic year 1979-80 and are stated in terms of equivalent full-time students.

A copy of the complete survey instrument can be found on pages 106-115 of the 1979-80 Administrative Compensation Survey. The administrative position descriptions used by CUPA are in Appendix C of this report. The user should be aware of the limitations inherent in any form of survey research, which qualify the data that are presented. These include:

- The response rate--the western response rate to the survey was 44 percent (50 percent for the public institutions, 35 percent for private institutions). In addition, the response rate varied greatly from state to state.

*Much of the data in this section are taken from: College and University Personnel Association, 1979-80 Administrative Compensation Survey. Washington, D.C.: CUPA, 1980.

- Other factors--there is, of course, no control for variables such as length of time in office or job performance, which are major factors in establishing salary levels.

- No information is available on staff benefits. It is essential to consider these benefits in examining the broader question of administrative compensation.

- No trend data are presented because the institutions responding to the survey change each year, which makes comparisons from year to year misleading.

- Institutional reporting of salary levels varies for each position. In some instances, data were derived from as few as five institutions. The number of cases reported is noted.

The special computer run provided to WICHE compiled data on salary levels for various types of institutions in the thirteen western states that comprise the WICHE Compact. Two hundred twenty-nine institutions from the West were included in the national data base. A summary of these institutions by state, type, and source of support follows.

The Institutions

Table A describes the institutions that responded to the CUPA survey. Details for both the national and western data bases are shown. Higher education in the West is slightly weighted in the direction of the public sector and toward the two-year college segment, and this is reflected in the data. A breakdown of the western salary data base by state is shown in Table B on the following page.

Table A

Respondents to CUPA Survey

	West			U.S.		
	All	Public	Private	All	Public	Private
Universities	70 (31%)	47	23	359 (26%)	249	110
Four-year colleges	49 (21%)	18	31	487 (35%)	106	381
Two-year colleges	91 (40%)	89	2	416 (30%)	370	46
Other	19 (08%)	2	17	121 (09%)	42	79
Total	229	156 (68%)	73 (32%)	1383	767 (55%)	616 (45%)

Table B

Western Respondents to CUPA Survey by Sector and Type

State	Public				Private				Total		
	2-year	4-year	Univ.	Other	2-year	4-year	Univ.	Other	Public	Private	Total
Alaska	3		3		1				6	1	7
Arizona	5		2			1		1	7	2	9
California	34	2	20			14	15	12	56	41	97
Colorado	14	4	3	1		4	1	2	22	7	29
Hawaii			1				1		1	1	2
Idaho	1	1	3		1				5	1	6
Montana	2	2	3			2			7	2	9
Nevada	2		1						3		3
New Mexico	1	1	3			2			5	2	7
Oregon	5	5	2	1		5	2	1	13	8	21
Utah	4	1	2			1			7	1	8
Washington	15	2	3			2	4	1	20	7	27
Wyoming	3		1						4		4
West	89	18	47	2	2	31	23	17	156	73	229

The Data

Tables 1-7 show median salary levels for fifteen common administrative positions. The report uses median salary because unlike the mean, a median, which is the middle case in a list, is not affected by extremely high or low salaries. Thus, half of the salaries are below the median and half of the salaries are above. This is especially important when the number of cases is small--an extremely high salary in a list of five will create a high mean salary.

The fifteen administrative positions were selected on the basis of their commonality to most colleges and universities. The term "cases" used in some tables refers to the number of institutions in the category that reported salary data.

Administrative salary data from 1978-79 are presented in table 1 to provide some comparison with the 1979-80 salary levels. In making this comparison, however, a note of caution is needed. Changes in salary levels from 1978-79 to 1979-80 are difficult to assess because of the different set of institutions responding to the 1979-80 survey. For example, in 1979-80 the percentage of western public institutions responding to the survey was greater than in the 1978-79 survey. Because salaries in public institutions tend to be higher than those in private institutions this might cause an increase in the salary data where no actual increase occurred. As a result, no percentage change figures are presented, and comparison of 1978-79 data to 1979-80 data is provided only in table 1.

The Tables

Tables 1-7 were condensed from the complete tables found in the appendices. Appendix A, including tables 8-16, shows the salary levels for administrative positions in colleges and universities in the West.

The appendix tables report salary levels at the median, first quartile, and third quartile. In the same way that the median divides the total list in half, the quartiles divide the two segments in half. Thus, 25 percent of the salaries fall below the first quartile, 50 percent of the salaries fall below the median and 75 percent of the salaries fall below the third quartile (or 25 percent of the salaries occur above the third quartile). The salaries between the first and third quartile compose the interquartile range. This is a valuable measure because it determines a range within which half of the salaries (the middle 50 percent) fall.

Appendix B (tables 17-22) contains salary data for the nation. (Although tables 20-22 are tables for the subregions within the West, the

data are derived from CUPA's national data base and thus are listed here.) These tables were taken from CUPA's 1979-80 Administrative Compensation Survey. The following matrix indicates the correspondence between summary tables and complete tables for the West and the nation.

Summary Table	Corresponding Western Tables	Corresponding National Tables
1	8	17
2	9, 10, & 11	18
3	none*	none*
4	12 & 13	19
5	none*	none*
6	14, 15, & 16	none
7	8	20, 21, & 22

*Data presented in summary tables 3 and 5 are derived from data presented in summary tables 2 and 4.

Table 1

Median Salaries for Selected Administrative Positions
in Colleges and Universities in the West and United States
1978-79 and 1979-80

Position Title	All Institutions			
	1978-79		1979-80	
	West	U.S.	West	U.S.
Chief Executive Officer, System	$45,500	$47,432	$50,160	$51,800
Chief Executive Officer, Institution	41,870	40,000	45,972	43,870
Chief Academic Officer	34,000	32,000	37,176	34,279
Chief Business Officer	31,860	29,500	35,237	32,000
Chief Student Affairs Officer	29,266	26,500	32,319	28,665
Director, Athletics	26,258	23,793	29,196	25,980
Director, Library Services	24,156	22,102	27,500	24,372
Director, Physical Plant	22,276	21,048	24,960	22,865
Dean, Engineering	36,652	38,700	41,371	41,316
Dean, Arts and Sciences	34,300	33,972	39,450	36,771
Dean, Business	34,062	32,436	36,247	33,660
Dean, Graduate Programs	33,636	34,658	39,300	36,800
Dean, Education	33,000	34,000	39,000	35,398
Dean, Continuing Education	28,875	26,896	31,500	27,438
Dean, Occupation Studies/ Vocational Education	28,636	27,062	30,978	29,600
Cases	216	1,328	229	1,383
Public	143	741	156	767
Private	73	587	73	616

SOURCE: College and University Personnel Association.

Table 2

Median Salaries for Selected Administrative Positions
in Public Colleges and Universities in the West
by Institutional Type
1979-80

Position Title	Public Two-Year	Public Four-Year	Public Universities
Chief Executive Officer, System	$49,000	No cases	$66,000
Chief Executive Officer, Institution	43,115	43,200	55,428
Chief Academic Officer	34,633	38,800	46,536
Chief Business Officer	34,666	32,751	42,799
Chief Student Affairs Officer	33,772	30,075	41,316
Director, Athletics	29,030	27,916	35,700
Director, Library Services	27,300	23,900	39,384
Director, Physical Plant	23,880	24,960	32,400
Dean, Engineering	39,108	36,200	41,500
Dean, Arts and Sciences	30,967	38,528	42,058
Dean, Business	29,838	33,696	41,316
Dean, Graduate Programs	No cases	29,964	40,493
Dean, Education	No cases	35,780	41,316
Dean, Continuing Education	31,500	32,724	36,280
Dean, Occupation Studies/ Vocational Education	30,614	31,000	40,230
Cases	89	14	47

SOURCE: College and University Personnel Association.

Table 3

Median Salaries for Selected Administrative Positions
in Public Colleges and Universities in the West
Expressed as a Percentage of Median Chief Executive Officer's Salary
1979-80

Position Title	Public		
	Two-Year	Four-Year	Universities
Chief Academic Officer	80.3%	89.8%	84.0%
Chief Business Officer	80.4	75.8	77.2
Chief Student Affairs Officer	78.3	69.6	74.5
Director, Athletics	67.3	64.6	64.4
Director, Library Services	63.3	55.3	71.1
Director, Physical Plant	55.4	57.8	58.5
Dean, Engineering	90.7	83.8	74.9
Dean, Arts and Sciences	71.8	89.2	75.9
Dean, Business	69.2	78.0	74.5
Dean, Graduate Programs	No cases	69.4	73.1
Dean, Education	No cases	82.8	74.5
Dean, Continuing Education	73.1	75.8	65.5
Dean, Occupation Studies/ Vocational Education	71.0	71.8	72.6

SOURCE: College and University Personnel Association

Table 4

Median Salaries for Selected Administrative Positions
in Private Colleges and Universities in the West
by Institutional Type*
1979-80

Position Title	Private Four-Year Colleges	Private Universities
Chief Executive Officer, System	No cases	No cases
Chief Executive Officer, Institution	$36,600	$53,500
Chief Academic Officer	26,000	40,593
Chief Business Officer	23,592	39,000
Chief Student Affairs Officer	21,500	30,000
Director, Athletics	21,524	29,184
Director, Library Services	17,300	25,700
Director, Physical Plant	19,302	24,306
Dean, Engineering	No cases	43,750
Dean, Arts and Sciences	No cases	36,370
Dean, Business	21,400	39,000
Dean, Graduate Programs	23,700	33,000
Dean, Education	25,800	33,867
Dean, Continuing Education	19,023	24,866
Dean, Occupation Studies/ Vocational Education	No cases	No cases
Cases	36	21

SOURCE: College and University Personnel Association.

*Private two-year colleges are excluded because there were insufficient cases.

Table 5

Median Salaries for Selected Administrative Positions
in Private Colleges and Universities in the West
Expressed as a Percentage of Median Chief Executive Officer's Salary
1979-80

Position Title	Private	
	Four-Year	Universities
Chief Academic Officer	71.0%	75.9%
Chief Business Officer	64.5	72.9
Chief Student Affairs Officer	58.7	56.1
Director, Athletics	58.8	54.6
Director, Library Services	47.3	48.0
Director, Physical Plant	52.7	45.4
Dean, Engineering	No cases	81.8
Dean, Arts and Sciences	No cases	68.0
Dean, Business	58.5	72.9
Dean, Graduate Programs	64.8	61.7
Dean, Education	70.5	63.3
Dean, Continuing Education	52.0	46.5
Dean, Occupation Studies/ Vocational Education	No cases	No cases

SOURCE: College and University Personnel Association.

Table 6

Median Salaries for Selected Administrative Positions
in Public Colleges and Universities in the West
by Enrollment Range
1979-80

Position Title	Public Colleges and Universities		
	0-4,999	5,000-9,999	10,000 & above
Chief Executive Officer, System	$48,342	No cases	$55,000
Chief Executive Officer, Institution	43,000	47,000	56,000
Chief Academic Officer	35,542	42,600	46,536
Chief Business Officer	33,000	41,300	41,316
Chief Student Affairs Officer	31,500	36,067	41,316
Director, Athletics	27,800	31,181	36,204
Director, Library Services	26,904	31,886	41,316
Director, Physical Plant	24,281	29,700	33,108
Dean, Engineering	39,108	40,700	41,316
Dean, Arts and Sciences	34,296	38,528	46,908
Dean, Business	29,838	35,941	41,316
Dean, Graduate Programs	39,500	36,130	41,316
Dean, Education	37,020	36,900	41,316
Dean, Continuing Education	31,500	28,875	41,300
Dean, Occupation Studies/ Vocational Education	30,000	31,325	41,316
Cases	91	24	36

SOURCE: College and University Personnel Association.

Table 7

Median Salaries for Selected Administrative Positions
in Colleges and Universities in the West
by Subregion
1979-80

Position Title	All Institutions			
	WICHE States	Northwestern States	Western States	Southwestern States
Chief Exec Ofcr, System	$50,160	$48,342	$56,570	$51,800
Chief Exec Ofcr, Institution	45,972	43,992	48,868	42,500
Chief Academic Officer	37,176	34,087	40,344	32,770
Chief Business Officer	35,237	32,500	37,500	31,683
Chief Student Affairs Officer	32,319	30,075	36,660	28,441
Director, Athletics	29,196	24,898	34,000	25,738
Director, Library Services	27,500	26,000	32,004	23,900
Director, Physical Plant	24,960	23,765	26,484	23,010
Dean, Engineering	41,371	40,700	41,316	46,000
Dean, Arts and Sciences	39,450	36,889	41,316	35,000
Dean, Business	36,247	35,500	38,000	32,000
Dean, Graduate Programs	39,300	36,130	37,600	37,706
Dean, Education	39,000	34,300	41,316	34,500
Dean, Continuing Education	31,500	27,438	36,891	31,840
Dean, Occupation Studies/ Vocational Education	30,978	29,790	35,388	28,928
Cases	229	83	102	157

SOURCE: College and University Personnel Association.

NOTE: The states included in each subregion are:

WICHE States--Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.
Northwestern States--Alaska, Idaho, Montana, Oregon, Utah, Washington, and Wyoming.
Western States--California, Hawaii, Nevada, and Guam*
Southwestern States--Arizona, Arkansas*, Colorado, New Mexico, Oklahoma*, and Texas*.

*Not members of the WICHE Compact.

APPENDIX A

Administrative Salaries in the West, 1979-80

Table 8

Administrative Salaries in Public and Private Colleges and Universities in the West, 1979-1980

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0	Chief Executive Officer, System	$50,160	$47,100	$56,760	20
2.0	Chief Executive Officer, Single Institution	$45,972	$37,871	$54,000	212
3.0	Executive Vice President	$41,216	$35,500	$46,536	77
4.0	Chief Academic Officer	$37,176	$30,600	$43,870	188
5.0	Chief Planning Officer	$33,696	$28,178	$41,316	53
6.0	Chief Business Officer	$35,237	$28,000	$41,112	193
7.0	Chief Budgeting Officer	$29,244	$24,960	$33,920	69
8.0	Chief Development Officer	$30,570	$24,224	$38,858	99
9.0	Chief Public Relations Officer	$23,000	$18,000	$30,500	106
10.0	Director, Alumni Affairs	$21,036	$17,100	$25,356	77
11.0	Chief Health Professions Officer	$38,106	$32,804	$53,052	17
12.0	Administrator, Hospital Medical Center	$42,213	$36,000	$46,000	9
13.0	Chief Student Affairs Officer	$32,319	$27,153	$39,288	190
14.0	Registrar	$23,088	$17,160	$27,673	169
15.0	Director, Admissions	$24,494	$19,800	$31,416	138
16.0	Director, Student Financial Aid	$22,930	$17,875	$27,040	180
17.0	Director, Student Placement	$22,110	$16,722	$27,396	110
18.0	Director, Student Counseling	$26,083	$20,448	$33,540	130
19.0	Director, Student Union	$23,492	$19,500	$28,300	77
20.0	Director, Student Health Services	$32,500	$19,556	$45,116	85
21.0	Director, Student Housing	$19,500	$14,980	$24,170	92
22.0	Director, Food Services	$19,998	$16,600	$26,417	61
23.0	Director, Physical Plant	$24,960	$20,355	$31,572	161
24.0	Director, Purchasing	$22,655	$18,624	$26,195	96
25.0	Director, Bookstore	$17,676	$13,242	$22,000	138
26.0	Director, Campus Security	$20,232	$15,450	$26,784	104
27.0	Director, Legal Services	$34,500	$28,728	$41,500	23
28.0	Director, Personnel/Human Resources	$28,906	$22,470	$33,108	92
29.0	Director, Affirmative Action/Equal Employment	$24,240	$19,962	$28,885	67
30.0	Director, Employee Training	$24,960	$20,714	$26,325	12
31.0	Director, Library Services	$27,500	$19,760	$35,000	185
32.0	Director, Computer Center	$27,708	$21,809	$35,124	122
33.0	Director, Information Systems	$30,104	$27,000	$36,500	31
34.0	Director, Information Office	$20,898	$18,000	$26,148	73
35.0	Director, Community Services	$25,980	$21,594	$36,204	54
36.0	Director, Institutional Research	$28,974	$23,772	$36,204	68
37.0	Comptroller	$27,984	$24,000	$33,000	104
38.0	Director, Athletics	$29,196	$23,100	$35,400	125
39.0	Director, Auxiliary Services	$27,800	$24,036	$35,388	39
40.0	Administrator, Grants and Contracts	$28,728	$23,000	$34,632	68
41.0	Chief Development and Public Relations Officer	$32,100	$22,938	$36,204	22
42.0	Chief Planning and Budget Officer	$39,157	$32,500	$48,815	20
43.0	Director, Admissions and Financial Aid	$26,500	$16,200	$30,419	19
44.0	Director, Housing and Food Services	$27,180	$25,000	$31,400	16
45.0	Director, Personnel and Affirmative Action	$22,658	$19,140	$30,679	30
46.0	Director, Development and Alumni Affairs	$24,385	$19,000	$27,276	16
47.0	Dean, Architecture	$40,140	$37,700	$45,000	14
48.0	Dean, Agriculture	$41,316	$36,700	$46,737	25
49.0	Dean, Arts and Letters	$35,000	$26,280	$39,253	22
50.0	Dean, Arts and Sciences	$39,450	$34,296	$46,200	46
51.0	Dean, Business	$36,247	$28,800	$41,316	99
52.0	Dean, Communications	$30,235	$26,560	$36,247	24
53.0	Dean, Continuing Education	$31,500	$24,300	$38,940	74
54.0	Dean, Dentistry	$53,000	$38,000	$55,000	7
55.0	Dean, Education	$39,000	$33,867	$42,000	70
56.0	Dean, Engineering	$41,371	$39,253	$48,200	41
57.0	Dean, Extension	$37,560	$32,340	$41,316	22
58.0	Dean, Fine Arts	$34,000	$25,970	$38,500	41
59.0	Dean, Graduate Programs	$39,300	$31,636	$41,875	59
60.0	Dean, Health Related Professions	$34,296	$29,549	$39,000	30
61.0	Dean, Home Economics	$34,949	$26,480	$41,316	12
62.0	Dean, Humanities	$32,000	$25,926	$39,396	48
63.0	Dean, Instruction	$36,738	$29,684	$42,213	9
64.0	Dean, Law	$50,000	$45,000	$54,250	27
65.0	Dean, Library and Information Sciences	$31,800	$25,000	$37,000	16
66.0	Dean, Medicine	$61,000	$52,270	$75,000	12
67.0	Dean, Music	$31,500	$22,140	$40,000	25
68.0	Dean, Nursing	$32,600	$24,467	$40,612	47

Table 8 (cont.)

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
69.0	Dean, Occupation Studies/Vocational Education/Technology...	$30,978	$26,220	$35,652	54
70.0	Dean, Pharmacy.....	$39,750	$35,528	$49,250	10
71.0	Dean, Public Health.....	$22,176	$15,664	$51,600	3
72.0	Dean, Sciences.....	$33,286	$27,440	$40,590	63
73.0	Dean, Social Sciences.....	$31,600	$24,083	$39,108	47
74.0	Dean, Social Work.....	$40,350	$34,000	$41,316	13
75.0	Dean, Special Programs.....	$26,038	$25,929	$32,000	6
76.0	Dean, Undergraduate Programs.....	$38,000	$32,100	$40,050	13
77.0	Dean, Veterinary Medicine.....	$42,000	$27,273	$49,200	4

SOURCE: College and University Personnel Association.

Table 9

Administrative Salaries in Public Two-Year Colleges
in the West, 1979-80

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0	Chief Executive Officer, System	$49,000	$48,000	$55,000	14
2.0	Chief Executive Officer, Single Institution	$43,115	$37,737	$47,333	79
3.0	Executive Vice President	$37,980	$33,772	$42,275	18
4.0	Chief Academic Officer	$34,633	$30,863	$40,204	72
5.0	Chief Planning Officer	$30,504	$27,674	$39,950	18
6.0	Chief Business Officer	$34,666	$28,785	$38,418	73
7.0	Chief Budgeting Officer	$27,332	$22,130	$30,102	16
8.0	Chief Development Officer	$27,636	$24,220	$39,288	15
9.0	Chief Public Relations Officer	$20,400	$18,600	$26,700	30
11.0	Chief Health Professions Officer	$32,804	$32,546	$34,330	6
13.0	Chief Student Affairs Officer	$33,772	$29,579	$38,893	79
14.0	Registrar	$25,335	$19,500	$28,968	49
15.0	Director, Admissions	$27,732	$21,715	$35,388	34
16.0	Director, Student Financial Aid	$24,018	$20,448	$28,900	66
17.0	Director, Student Placement	$19,076	$15,818	$25,453	26
18.0	Director, Student Counseling	$29,280	$21,876	$36,247	47
19.0	Director, Student Union	$22,909	$20,397	$31,181	22
20.0	Director, Student Health Services	$23,340	$18,100	$26,811	13
21.0	Director, Student Housing	$15,833	$14,780	$17,250	11
22.0	Director, Food Services	$18,064	$14,840	$23,148	22
23.0	Director, Physical Plant	$23,880	$21,000	$27,345	49
24.0	Director, Purchasing	$21,696	$18,800	$25,981	25
25.0	Director, Bookstore	$18,503	$14,182	$20,294	45
26.0	Director, Campus Security	$18,635	$15,138	$21,853	31
27.0	Director, Legal Services	$30,093	$24,000	$34,000	5
28.0	Director, Personnel/Human Resources	$29,493	$22,470	$32,550	25
29.0	Director, Affirmative Action/Equal Employment	$18,550	$15,975	$28,198	14
31.0	Director, Library Services	$27,300	$23,353	$33,340	60
32.0	Director, Computer Center	$26,767	$21,229	$31,484	31
33.0	Director, Information Systems	$27,850	$27,129	$29,049	6
34.0	Director, Information Office	$19,497	$18,340	$21,664	21
35.0	Director, Community Services	$25,745	$21,594	$36,248	38
36.0	Director, Institutional Research	$25,271	$21,580	$32,990	18
37.0	Comptroller	$25,479	$23,172	$28,417	21
38.0	Director, Athletics	$29,030	$23,057	$33,256	41
39.0	Director, Auxiliary Services	$25,885	$22,464	$27,156	7
40.0	Administrator, Grants and Contracts	$27,732	$23,000	$34,924	11
41.0	Chief Development and Public Relations Officer	$27,825	$18,696	$29,862	3
42.0	Chief Planning and Budget Officer	$37,200	$37,075	$39,157	3
43.0	Director, Admissions and Financial Aid	$28,974	$22,440	$30,419	7
45.0	Director, Personnel and Affirmative Action	$26,160	$22,658	$31,300	10
48.0	Dean, Agriculture	$25,446	$23,671	$36,257	5
49.0	Dean, Arts and Letters	$27,706	$26,280	$33,219	8
50.0	Dean, Arts and Sciences	$30,967	$25,692	$34,296	6
51.0	Dean, Business	$29,838	$27,893	$34,729	29
52.0	Dean, Communications	$30,235	$28,466	$36,247	13
53.0	Dean, Continuing Education	$31,500	$29,684	$32,400	16
56.0	Dean, Engineering	$39,108	$24,437	$39,253	3
57.0	Dean, Extension	$32,340	$27,570	$34,100	4
58.0	Dean, Fine Arts	$28,368	$25,970	$34,139	11
60.0	Dean, Health Related Professions	$32,092	$28,843	$34,729	13
61.0	Dean, Home Economics	$26,100	$16,769	$31,771	3
62.0	Dean, Humanities	$29,660	$25,926	$35,652	20
63.0	Dean, Instruction	$36,738	$29,684	$42,909	7
65.0	Dean, Library and Information Sciences	$30,500	$24,922	$35,718	4
67.0	Dean, Music	$27,193	$18,052	$28,350	4
68.0	Dean, Nursing	$24,720	$22,779	$30,996	16
69.0	Dean, Occupation Studies/Vocational Education/Technology	$30,614	$25,692	$34,756	40
72.0	Dean, Sciences	$29,838	$25,136	$33,837	31
73.0	Dean, Social Sciences	$32,579	$25,636	$38,071	23
75.0	Dean, Special Programs	$26,038	$25,929	$29,316	5

SOURCE: College and University Personnel Association.

Table 10

Administrative Salaries in Public Four-Year Colleges
in the West, 1979-80

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
2.0	Chief Executive Officer, Single Institution	$43,200	$37,985	$51,360	14
3.0	Executive Vice President	$40,620	$38,300	$41,316	5
4.0	Chief Academic Officer	$38,800	$32,453	$41,000	12
5.0	Chief Planning Officer	$33,696	$22,728	$38,472	4
6.0	Chief Business Officer	$32,751	$31,425	$38,160	14
7.0	Chief Budgeting Officer	$26,148	$25,263	$29,200	5
8.0	Chief Development Officer	$24,000	$22,500	$26,000	5
9.0	Chief Public Relations Officer	$28,728	$23,365	$35,500	9
10.0	Director, Alumni Affairs	$16,800	$10,752	$19,010	4
13.0	Chief Student Affairs Officer	$30,075	$27,800	$35,500	13
14.0	Registrar	$23,256	$21,710	$24,600	13
15.0	Director, Admissions	$23,880	$21,315	$25,662	11
16.0	Director, Student Financial Aid	$20,120	$18,034	$23,700	13
17.0	Director, Student Placement	$22,500	$19,877	$24,498	12
18.0	Director, Student Counseling	$22,625	$20,000	$26,700	10
19.0	Director, Student Union	$22,500	$19,500	$24,200	6
20.0	Director, Student Health Services	$37,164	$21,467	$50,568	7
21.0	Director, Student Housing	$19,500	$17,700	$21,588	9
22.0	Director, Food Services	$18,654	$17,875	$22,728	5
23.0	Director, Physical Plant	$24,960	$22,038	$26,712	11
24.0	Director, Purchasing	$18,936	$17,702	$21,490	10
25.0	Director, Bookstore	$18,936	$14,136	$21,012	11
26.0	Director, Campus Security	$17,550	$16,646	$28,128	6
28.0	Director, Personnel/Human Resources	$24,230	$18,072	$28,906	6
29.0	Director, Affirmative Action/Equal Employment	$24,420	$21,696	$25,239	5
31.0	Director, Library Services	$23,900	$19,350	$28,263	13
32.0	Director, Computer Center	$24,816	$23,025	$26,624	13
34.0	Director, Information Office	$21,740	$16,020	$24,450	10
35.0	Director, Community Services	$26,882	$20,625	$34,508	5
36.0	Director, Institutional Research	$27,791	$23,772	$32,868	5
37.0	Comptroller	$25,000	$23,200	$31,896	10
38.0	Director, Athletics	$27,916	$23,100	$32,796	11
39.0	Director, Auxiliary Services	$24,360	$11,300	$24,679	4
40.0	Administrator, Grants and Contracts	$29,392	$27,180	$30,590	6
50.0	Dean, Arts and Sciences	$38,528	$30,450	$40,396	4
51.0	Dean, Business	$33,696	$28,800	$39,470	7
53.0	Dean, Continuing Education	$32,724	$25,850	$34,248	8
55.0	Dean, Education	$35,780	$32,367	$36,264	8
56.0	Dean, Engineering	$36,200	$35,492	$36,835	3
59.0	Dean, Graduate Programs	$29,964	$28,050	$34,116	5
60.0	Dean, Health Related Professions	$31,000	$26,800	$38,113	4
62.0	Dean, Humanities	$26,000	$21,641	$34,500	3
69.0	Dean, Occupation Studies/Vocational Education/Technology	$31,000	$30,000	$32,890	5
72.0	Dean, Sciences	$33,286	$32,725	$34,956	6
73.0	Dean, Social Sciences	$31,600	$26,000	$32,817	5

SOURCE: College and University Personnel Association.

Table 11

Administrative Salaries in Public Universities
in the West, 1979-80

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0	Chief Executive Officer, System	$66,000	$56,760	$74,556	5
2.0	Chief Executive Officer, Single Institution	$55,428	$51,300	$60,396	42
3.0	Executive Vice President	$46,536	$46,536	$55,000	22
4.0	Chief Academic Officer	$46,536	$43,930	$52,000	41
5.0	Chief Planning Officer	$41,316	$38,900	$46,536	18
6.0	Chief Business Officer	$42,799	$40,836	$48,000	41
7.0	Chief Budgeting Officer	$30,500	$28,000	$34,500	33
8.0	Chief Development Officer	$36,000	$30,514	$41,316	23
9.0	Chief Public Relations Officer	$34,500	$27,276	$39,500	22
10.0	Director, Alumni Affairs	$25,000	$21,696	$30,261	28
11.0	Chief Health Professions Officer	$53,052	$45,000	$58,750	7
12.0	Administrator, Hospital Medical Center	$42,213	$33,700	$45,261	4
13.0	Chief Student Affairs Officer	$41,316	$36,000	$43,400	39
14.0	Registrar	$27,096	$23,800	$33,185	36
15.0	Director, Admissions	$29,000	$23,774	$36,204	37
16.0	Director, Student Financial Aid	$27,276	$23,760	$30,700	40
17.0	Director, Student Placement	$27,984	$23,500	$33,225	35
18.0	Director, Student Counseling	$31,476	$26,657	$36,204	35
19.0	Director, Student Union	$26,800	$24,732	$31,416	31
20.0	Director, Student Health Services	$44,004	$38,160	$53,052	37
21.0	Director, Student Housing	$24,585	$22,000	$31,432	31
22.0	Director, Food Services	$29,352	$23,800	$31,056	16
23.0	Director, Physical Plant	$32,400	$30,500	$35,900	42
24.0	Director, Purchasing	$25,775	$22,655	$28,728	38
25.0	Director, Bookstore	$27,000	$23,462	$29,352	27
26.0	Director, Campus Security	$27,500	$23,188	$32,184	34
27.0	Director, Legal Services	$36,204	$31,900	$42,500	14
28.0	Director, Personnel/Human Resources	$30,331	$27,500	$33,400	39
29.0	Director, Affirmative Action/Equal Employment	$25,000	$21,696	$29,420	37
30.0	Director, Employee Training	$24,960	$23,820	$26,148	9
31.0	Director, Library Services	$39,384	$34,600	$42,000	43
32.0	Director, Computer Center	$36,000	$32,000	$40,224	39
33.0	Director, Information Systems	$34,600	$30,226	$37,284	13
34.0	Director, Information Office	$27,080	$23,500	$31,416	23
35.0	Director, Community Services	$26,959	$22,728	$30,108	8
36.0	Director, Institutional Research	$34,536	$28,766	$38,472	29
37.0	Comptroller	$33,000	$30,012	$35,500	33
38.0	Director, Athletics	$35,700	$29,964	$38,000	36
39.0	Director, Auxiliary Services	$31,656	$30,077	$36,835	18
40.0	Administrator, Grants and Contracts	$29,550	$26,148	$38,160	34
41.0	Chief Development and Public Relations Officer	$35,820	$33,200	$39,840	6
42.0	Chief Planning and Budget Officer	$48,815	$40,000	$52,400	9
44.0	Director, Housing and Food Services	$29,900	$25,100	$35,000	11
45.0	Director, Personnel and Affirmative Action	$24,742	$21,000	$41,316	6
46.0	Director, Development and Alumni Affairs	$27,200	$23,820	$29,500	6
47.0	Dean, Architecture	$41,316	$37,800	$45,000	11
48.0	Dean, Agriculture	$43,535	$40,997	$49,488	19
49.0	Dean, Arts and Letters	$41,316	$37,572	$41,316	7
50.0	Dean, Arts and Sciences	$42,058	$39,450	$46,973	25
51.0	Dean, Business	$41,316	$37,253	$44,300	40
52.0	Dean, Communications	$34,400	$31,060	$39,396	6
53.0	Dean, Continuing Education	$36,280	$28,875	$41,316	28
55.0	Dean, Education	$41,316	$39,000	$45,100	39
56.0	Dean, Engineering	$41,500	$41,316	$48,348	30
57.0	Dean, Extension	$39,396	$37,560	$46,500	14
58.0	Dean, Fine Arts	$39,396	$36,500	$41,316	16
59.0	Dean, Graduate Programs	$40,493	$37,600	$42,500	36
60.0	Dean, Health Related Professions	$39,000	$35,006	$41,565	9
61.0	Dean, Home Economics	$40,413	$34,949	$43,000	8
62.0	Dean, Humanities	$41,316	$39,396	$46,100	14
64.0	Dean, Law	$48,216	$45,000	$51,800	11
65.0	Dean, Library and Information Sciences	$33,200	$30,000	$37,000	4
66.0	Dean, Medicine	$57,000	$52,270	$68,300	7
67.0	Dean, Music	$40,000	$36,204	$42,400	10
68.0	Dean, Nursing	$41,316	$36,204	$45,000	15
69.0	Dean, Occupation Studies/Vocational Education/Technology	$40,230	$31,325	$41,316	8

Table 11 (cont.)

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
70.0	Dean, Pharmacy	$37,850	$30,014	$42,684	8
72.0	Dean, Sciences	$41,316	$41,316	$47,000	16
73.0	Dean, Social Sciences	$41,316	$37,600	$41,316	8
74.0	Dean, Social Work	$40,796	$35,957	$41,316	8
76.0	Dean, Undergraduate Programs	$39,468	$32,627	$41,316	7
77.0	Dean, Veterinary Medicine	$49,200	$42,000	$55,000	3

SOURCE: College and University Personnel Association.

Table 12

Administrative Salaries in Private Four-Year Colleges
in the West, 1979-80

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
2.0	Chief Executive Officer, Single Institution	$36,600	$28,772	$46,500	34
3.0	Executive Vice President	$31,000	$30,000	$36,600	9
4.0	Chief Academic Officer	$26,000	$21,000	$31,030	32
5.0	Chief Planning Officer	$27,000	$17,412	$32,010	7
6.0	Chief Business Officer	$23,592	$18,000	$30,720	36
7.0	Chief Budgeting Officer	$24,408	$14,400	$26,000	5
8.0	Chief Development Officer	$26,500	$22,850	$33,000	27
9.0	Chief Public Relations Officer	$16,992	$14,800	$19,000	20
10.0	Director, Alumni Affairs	$14,500	$10,800	$18,000	22
13.0	Chief Student Affairs Officer	$21,500	$15,285	$27,000	28
14.0	Registrar	$15,000	$11,800	$18,000	33
15.0	Director, Admissions	$19,100	$16,590	$23,219	28
16.0	Director, Student Financial Aid	$16,000	$13,380	$19,080	31
17.0	Director, Student Placement	$15,000	$14,400	$17,719	17
18.0	Director, Student Counseling	$18,000	$14,100	$21,207	15
19.0	Director, Student Union	$15,500	$12,000	$17,470	9
20.0	Director, Student Health Services	$13,104	$11,016	$16,595	17
21.0	Director, Student Housing	$14,000	$11,500	$15,660	19
22.0	Director, Food Services	$16,600	$13,938	$19,474	7
23.0	Director, Physical Plant	$19,302	$16,700	$22,000	25
24.0	Director, Purchasing	$13,785	$12,500	$14,000	8
25.0	Director, Bookstore	$11,543	$9,780	$14,000	27
26.0	Director, Campus Security	$13,104	$11,962	$13,200	13
28.0	Director, Personnel/Human Resources	$18,500	$12,400	$19,800	8
31.0	Director, Library Services	$17,300	$14,500	$21,855	30
32.0	Director, Computer Center	$20,400	$19,526	$24,000	13
33.0	Director, Information Systems	$16,750	$9,021	$27,000	3
34.0	Director, Information Office	$11,500	$11,183	$17,000	6
36.0	Director, Institutional Research	$17,120	$15,900	$22,000	5
37.0	Comptroller	$20,590	$18,302	$24,000	13
38.0	Director, Athletics	$21,524	$17,765	$27,360	18
40.0	Administrator, Grants and Contracts	$14,058	$12,100	$14,140	5
41.0	Chief Development and Public Relations Officer	$21,200	$8,900	$22,000	4
43.0	Director, Admissions and Financial Aid	$15,000	$2,400	$18,000	4
46.0	Director, Development and Alumni Affairs	$19,000	$17,500	$22,000	4
51.0	Dean, Business	$21,400	$15,435	$29,473	8
53.0	Dean, Continuing Education	$19,023	$10,500	$19,637	8
55.0	Dean, Education	$25,800	$20,140	$28,364	7
58.0	Dean, Fine Arts	$24,500	$13,697	$28,533	7
59.0	Dean, Graduate Programs	$23,700	$18,000	$24,211	4
62.0	Dean, Humanities	$20,622	$16,008	$22,080	4
68.0	Dean, Nursing	$21,935	$21,000	$30,281	6
73.0	Dean, Social Sciences	$15,523	$12,264	$18,660	4
74.0	Dean, Social Work	$23,607	$13,860	$25,200	3

SOURCE: College and University Personnel Association.

Table 13

Administrative Salaries in Private Universities in the West, 1979-80

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
2.0	Chief Executive Officer, Single Institution	$53,500	$51,000	$61,550	21
3.0	Executive Vice President	$39,700	$39,300	$47,000	9
4.0	Chief Academic Officer	$40,593	$34,572	$48,000	17
6.0	Chief Business Officer	$39,000	$32,744	$47,007	16
7.0	Chief Budgeting Officer	$37,000	$28,918	$40,000	4
8.0	Chief Development Officer	$36,700	$31,485	$44,600	16
9.0	Chief Public Relations Officer	$25,920	$20,894	$31,500	13
10.0	Director, Alumni Affairs	$20,000	$18,156	$22,900	17
11.0	Chief Health Professions Officer	$38,106	$17,039	$91,000	3
13.0	Chief Student Affairs Officer	$30,000	$27,285	$35,000	20
14.0	Registrar	$24,792	$19,760	$26,250	20
15.0	Director, Admissions	$24,200	$22,673	$28,350	17
16.0	Director, Student Financial Aid	$21,400	$19,694	$23,532	17
17.0	Director, Student Placement	$17,800	$15,410	$23,184	15
18.0	Director, Student Counseling	$20,551	$19,020	$22,245	17
19.0	Director, Student Union	$18,000	$12,717	$21,575	7
20.0	Director, Student Health Services	$37,855	$22,000	$55,600	6
21.0	Director, Student Housing	$19,260	$14,598	$20,617	15
22.0	Director, Food Services	$20,617	$19,998	$23,760	6
23.0	Director, Physical Plant	$24,306	$20,363	$32,768	21
24.0	Director, Purchasing	$19,500	$15,450	$24,738	11
25.0	Director, Bookstore	$17,280	$15,334	$20,617	18
26.0	Director, Campus Security	$19,039	$15,000	$22,500	15
28.0	Director, Personnel/Human Resources	$26,400	$21,000	$35,000	9
29.0	Director, Affirmative Action/Equal Employment	$23,861	$19,760	$28,885	8
31.0	Director, Library Services	$25,700	$23,604	$30,000	21
32.0	Director, Computer Center	$25,200	$20,030	$31,164	16
33.0	Director, Information Systems	$32,064	$28,798	$39,000	5
34.0	Director, Information Office	$19,000	$15,233	$20,456	9
36.0	Director, Institutional Research	$24,750	$21,753	$29,004	10
37.0	Comptroller	$29,000	$24,744	$34,500	20
38.0	Director, Athletics	$29,184	$22,515	$35,280	15
39.0	Director, Auxiliary Services	$22,129	$21,327	$34,137	6
40.0	Administrator, Grants and Contracts	$19,660	$17,500	$27,500	9
41.0	Chief Development and Public Relations Officer	$31,745	$30,559	$33,056	5
42.0	Chief Planning and Budget Officer	$36,000	$28,000	$40,000	5
43.0	Director, Admissions and Financial Aid	$30,000	$23,775	$34,500	3
44.0	Director, Housing and Food Services	$29,430	$14,153	$37,543	3
45.0	Director, Personnel and Affirmative Action	$21,778	$19,260	$28,896	8
46.0	Director, Development and Alumni Affairs	$27,276	$25,000	$29,970	3
50.0	Dean, Arts and Sciences	$36,370	$31,400	$50,000	9
51.0	Dean, Business	$39,000	$34,340	$44,940	13
53.0	Dean, Continuing Education	$24,866	$23,600	$33,264	11
54.0	Dean, Dentistry	$53,600	$38,000	$60,995	3
55.0	Dean, Education	$33,867	$27,065	$39,000	14
56.0	Dean, Engineering	$43,750	$42,060	$49,985	5
58.0	Dean, Fine Arts	$32,400	$18,324	$35,584	4
59.0	Dean, Graduate Programs	$33,000	$22,438	$40,000	10
60.0	Dean, Health Related Professions	$29,549	$22,176	$40,208	3
62.0	Dean, Humanities	$29,011	$26,560	$29,611	5
64.0	Dean, Law	$50,755	$48,108	$55,500	13
65.0	Dean, Library and Information Sciences	$43,827	$35,724	$47,250	3
66.0	Dean, Medicine	$88,000	$31,800	$88,404	3
67.0	Dean, Music	$27,612	$20,350	$31,500	6
68.0	Dean, Nursing	$32,600	$23,540	$37,830	6
72.0	Dean, Sciences	$32,920	$32,517	$47,768	6
73.0	Dean, Social Sciences	$26,660	$22,075	$34,243	5
76.0	Dean, Undergraduate Programs	$31,108	$21,735	$32,100	4

SOURCE: College and University Personnel Association.

Table 14

Administrative Salaries in Public Colleges and Universities in the West, 1979-80: FTE Enrollment 4,999 or Less

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0	Chief Executive Officer, System	$48,342	$43,000	$50,160	7
2.0	Chief Executive Officer, Single Institution	$43,000	$37,604	$48,913	82
3.0	Executive Vice President	$40,000	$35,500	$44,000	21
4.0	Chief Academic Officer	$35,542	$31,240	$39,564	72
5.0	Chief Planning Officer	$30,974	$27,674	$40,204	23
6.0	Chief Business Officer	$33,000	$28,974	$37,200	74
7.0	Chief Budgeting Officer	$25,263	$22,321	$29,553	17
8.0	Chief Development Officer	$27,576	$24,000	$33,696	15
9.0	Chief Public Relations Officer	$22,500	$18,696	$26,935	29
10.0	Director, Alumni Affairs	$17,220	$10,752	$31,104	3
11.0	Chief Health Professions Officer	$32,804	$29,838	$33,660	4
13.0	Chief Student Affairs Officer	$31,500	$27,936	$37,572	77
14.0	Registrar	$23,000	$18,612	$27,673	59
15.0	Director, Admissions	$24,400	$19,983	$30,978	39
16.0	Director, Student Financial Aid	$22,658	$19,683	$26,416	67
17.0	Director, Student Placement	$22,378	$17,264	$25,453	32
18.0	Director, Student Counseling	$25,295	$20,448	$31,073	46
19.0	Director, Student Union	$21,555	$19,500	$26,190	26
20.0	Director, Student Health Services	$29,600	$19,821	$41,000	19
21.0	Director, Student Housing	$17,250	$15,072	$20,102	20
22.0	Director, Food Services	$18,000	$14,840	$18,654	17
23.0	Director, Physical Plant	$24,281	$21,000	$27,345	52
24.0	Director, Purchasing	$19,572	$17,702	$24,038	28
25.0	Director, Bookstore	$16,900	$13,630	$19,958	42
26.0	Director, Campus Security	$18,624	$15,000	$25,286	30
28.0	Director, Personnel/Human Resources	$27,408	$18,800	$31,227	23
29.0	Director, Affirmative Action/Equal Employment	$20,670	$18,270	$22,500	13
31.0	Director, Library Services	$26,904	$21,266	$33,340	68
32.0	Director, Computer Center	$24,804	$21,624	$31,008	37
33.0	Director, Information Systems	$27,129	$26,500	$33,000	6
34.0	Director, Information Office	$20,880	$18,000	$23,275	27
35.0	Director, Community Services	$23,952	$20,000	$29,219	32
36.0	Director, Institutional Research	$25,200	$20,675	$32,100	15
37.0	Comptroller	$25,479	$23,000	$28,908	29
38.0	Director, Athletics	$27,800	$22,640	$34,000	43
39.0	Director, Auxiliary Services	$23,244	$22,230	$25,885	10
40.0	Administrator, Grants and Contracts	$29,500	$23,000	$34,000	16
41.0	Chief Development and Public Relations Officer	$29,862	$27,825	$33,200	5
42.0	Chief Planning and Budget Officer	$37,075	$32,500	$39,157	7
43.0	Director, Admissions and Financial Aid	$28,974	$28,417	$30,419	6
44.0	Director, Housing and Food Services	$27,180	$25,100	$31,400	3
45.0	Director, Personnel and Affirmative Action	$24,828	$19,000	$30,679	12
48.0	Dean, Agriculture	$36,257	$23,671	$54,100	7
49.0	Dean, Arts and Letters	$27,706	$26,280	$37,734	8
50.0	Dean, Arts and Sciences	$34,296	$30,450	$40,396	10
51.0	Dean, Business	$29,838	$28,010	$35,652	29
52.0	Dean, Communications	$28,466	$26,246	$34,139	8
53.0	Dean, Continuing Education	$31,500	$27,438	$34,248	23
54.0	Dean, Dentistry	$45,926	$24,720	$53,000	4
55.0	Dean, Education	$37,020	$32,650	$41,316	10
56.0	Dean, Engineering	$39,108	$36,835	$47,500	6
57.0	Dean, Extension	$34,100	$32,724	$47,200	6
58.0	Dean, Fine Arts	$29,324	$24,480	$34,139	7
59.0	Dean, Graduate Programs	$39,500	$34,116	$42,500	9
60.0	Dean, Health Related Professions	$31,000	$28,306	$34,729	11
62.0	Dean, Humanities	$29,316	$24,000	$36,259	19
63.0	Dean, Instruction	$32,060	$29,684	$42,213	6
65.0	Dean, Library and Information Sciences	$31,800	$24,922	$39,108	3
66.0	Dean, Medicine	$52,900	$52,270	$61,000	4
67.0	Dean, Music	$27,193	$18,052	$41,112	3
68.0	Dean, Nursing	$26,688	$23,141	$33,660	13
69.0	Dean, Occupation Studies/Vocational Education/Technology	$30,000	$25,692	$34,204	38
72.0	Dean, Sciences	$29,838	$25,027	$34,176	27
73.0	Dean, Social Sciences	$27,980	$24,083	$33,256	20
75.0	Dean, Special Programs	$25,929	$24,608	$26,038	4

SOURCE: College and University Personnel Association.

Table 15

Administrative Salaries in Public Colleges and Universities
in the West, 1979-80: FTE Enrollment 5,000-9,999

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
2.0	Chief Executive Officer, Single Institution	$47,000	$46,613	$53,600	23
3.0	Executive Vice President	$41,620	$35,818	$42,890	9
4.0	Chief Academic Officer	$42,600	$40,828	$44,000	21
5.0	Chief Planning Officer	$39,000	$37,742	$42,000	6
6.0	Chief Business Officer	$41,300	$38,875	$43,930	21
7.0	Chief Budgeting Officer	$29,200	$27,300	$32,500	14
8.0	Chief Development Officer	$30,514	$24,300	$36,000	11
9.0	Chief Public Relations Officer	$30,338	$26,707	$35,484	9
10.0	Director, Alumni Affairs	$24,560	$19,092	$25,608	11
13.0	Chief Student Affairs Officer	$36,067	$33,262	$40,260	22
14.0	Registrar	$29,206	$24,500	$29,800	13
15.0	Director, Admissions	$27,984	$23,256	$33,648	16
16.0	Director, Student Financial Aid	$24,670	$21,840	$28,450	20
17.0	Director, Student Placement	$22,800	$19,877	$25,958	16
18.0	Director, Student Counseling	$29,400	$27,900	$34,704	18
19.0	Director, Student Union	$24,819	$24,300	$26,800	14
20.0	Director, Student Health Services	$38,160	$26,811	$42,300	14
21.0	Director, Student Housing	$21,590	$21,100	$24,170	11
22.0	Director, Food Services	$23,147	$16,524	$24,024	7
23.0	Director, Physical Plant	$29,700	$25,260	$31,997	20
24.0	Director, Purchasing	$21,640	$20,400	$23,650	16
25.0	Director, Bookstore	$22,000	$20,124	$25,968	18
26.0	Director, Campus Security	$18,320	$17,343	$25,356	12
27.0	Director, Legal Services	$32,151	$31,900	$40,000	6
28.0	Director, Personnel/Human Resources	$28,906	$24,230	$30,560	18
29.0	Director, Affirmative Action/Equal Employment	$25,239	$21,600	$27,889	17
31.0	Director, Library Services	$31,886	$30,996	$37,466	18
32.0	Director, Computer Center	$30,975	$26,624	$35,277	20
34.0	Director, Information Office	$23,500	$19,032	$25,459	12
35.0	Director, Community Services	$36,204	$26,220	$37,265	9
36.0	Director, Institutional Research	$28,974	$26,800	$32,990	15
37.0	Comptroller	$30,012	$26,250	$32,900	16
38.0	Director, Athletics	$31,181	$28,700	$32,972	20
39.0	Director, Auxiliary Services	$30,456	$26,340	$31,656	7
40.0	Administrator, Grants and Contracts	$26,664	$23,194	$28,728	12
44.0	Director, Housing and Food Services	$26,083	$25,356	$29,900	5
45.0	Director, Personnel and Affirmative Action	$24,742	$22,658	$31,300	3
46.0	Director, Development and Alumni Affairs	$27,200	$18,498	$27,200	4
48.0	Dean, Agriculture	$40,997	$39,000	$44,800	7
50.0	Dean, Arts and Sciences	$38,528	$36,889	$41,800	13
51.0	Dean, Business	$35,941	$32,579	$39,470	21
52.0	Dean, Communications	$30,235	$29,300	$31,060	5
53.0	Dean, Continuing Education	$28,875	$26,021	$32,400	9
55.0	Dean, Education	$36,900	$35,398	$41,316	16
56.0	Dean, Engineering	$40,700	$36,200	$48,348	10
57.0	Dean, Extension	$38,400	$37,284	$38,400	5
58.0	Dean, Fine Arts	$34,000	$28,368	$37,506	9
59.0	Dean, Graduate Programs	$36,130	$35,500	$39,300	12
60.0	Dean, Health Related Professions	$35,006	$32,092	$39,000	8
61.0	Dean, Home Economics	$34,949	$26,100	$38,000	3
62.0	Dean, Humanities	$34,500	$30,467	$37,265	7
64.0	Dean, Law	$43,742	$40,000	$45,900	3
68.0	Dean, Nursing	$32,853	$30,996	$36,000	10
69.0	Dean, Occupation Studies/Vocational Education/Technology	$31,325	$29,070	$35,045	6
70.0	Dean, Pharmacy	$35,528	$30,014	$42,684	3
72.0	Dean, Sciences	$33,837	$32,799	$40,422	11
73.0	Dean, Social Sciences	$35,700	$32,579	$38,071	7

SOURCE: College and University Personnel Association.

Table 16

Administrative Salaries in Public Colleges and Universities in the West, 1979-80: FTE Enrollment 10,000 or More

POSIT	TITLE	MEDIAN	QUART-1	QUART-3	CASES
1.0	Chief Executive Officer, System	$55,000	$51,000	$62,925	10
2.0	Chief Executive Officer, Single Institution	$56,000	$50,160	$60,396	31
3.0	Executive Vice President	$50,248	$46,536	$55,000	17
4.0	Chief Academic Officer	$46,536	$41,040	$51,000	32
5.0	Chief Planning Officer	$41,316	$39,950	$46,536	13
6.0	Chief Business Officer	$41,316	$40,464	$47,500	34
7.0	Chief Budgeting Officer	$30,500	$28,728	$37,266	24
8.0	Chief Development Officer	$38,858	$33,108	$40,259	18
9.0	Chief Public Relations Officer	$32,952	$26,148	$39,300	23
10.0	Director, Alumni Affairs	$25,000	$21,696	$31,000	19
11.0	Chief Health Professions Officer	$45,000	$34,330	$53,052	8
12.0	Administrator, Hospital Medical Center	$42,213	$33,700	$45,261	4
13.0	Chief Student Affairs Officer	$41,316	$40,464	$45,400	32
14.0	Registrar	$28,584	$25,776	$34,900	28
15.0	Director, Admissions	$32,940	$27,276	$36,204	28
16.0	Director, Student Financial Aid	$29,659	$26,348	$34,099	34
17.0	Director, Student Placement	$29,170	$25,734	$36,204	25
18.0	Director, Student Counseling	$36,204	$30,600	$36,247	29
19.0	Director, Student Union	$30,375	$25,880	$36,204	19
20.0	Director, Student Health Services	$44,240	$36,110	$53,052	26
21.0	Director, Student Housing	$29,029	$24,340	$32,000	20
22.0	Director, Food Services	$30,300	$23,148	$32,230	19
23.0	Director, Physical Plant	$33,108	$31,000	$36,668	32
24.0	Director, Purchasing	$26,605	$24,972	$31,700	31
25.0	Director, Bookstore	$25,680	$20,905	$29,352	24
26.0	Director, Campus Security	$28,057	$23,175	$32,184	31
27.0	Director, Legal Services	$34,000	$24,000	$40,400	12
28.0	Director, Personnel/Human Resources	$33,000	$30,120	$35,532	30
29.0	Director, Affirmative Action/Equal Employment	$25,500	$23,000	$31,572	27
30.0	Director, Employee Training	$24,295	$20,714	$26,148	9
31.0	Director, Library Services	$41,316	$36,204	$42,000	32
32.0	Director, Computer Center	$36,576	$33,264	$40,500	28
33.0	Director, Information Systems	$34,600	$30,104	$37,284	13
34.0	Director, Information Office	$29,990	$23,640	$31,500	15
35.0	Director, Community Services	$28,900	$25,864	$38,900	10
36.0	Director, Institutional Research	$36,204	$31,048	$38,472	21
37.0	Comptroller	$34,200	$31,572	$36,755	19
38.0	Director, Athletics	$36,204	$34,270	$38,800	25
39.0	Director, Auxiliary Services	$36,204	$30,077	$37,900	13
40.0	Administrator, Grants and Contracts	$32,640	$29,067	$38,160	24
41.0	Chief Development and Public Relations Officer	$35,820	$33,108	$36,204	4
42.0	Chief Planning and Budget Officer	$52,000	$48,815	$52,400	5
43.0	Director, Admissions and Financial Aid	$32,954	$22,440	$40,000	3
44.0	Director, Housing and Food Services	$35,000	$25,000	$35,300	4
47.0	Dean, Architecture	$41,316	$40,140	$45,000	9
48.0	Dean, Agriculture	$41,316	$41,316	$49,488	10
49.0	Dean, Arts and Letters	$41,316	$37,572	$41,316	6
50.0	Dean, Arts and Sciences	$46,908	$42,000	$48,500	12
51.0	Dean, Business	$41,316	$39,396	$44,375	26
52.0	Dean, Communications	$36,247	$36,204	$41,316	6
53.0	Dean, Continuing Education	$41,300	$36,280	$41,316	20
55.0	Dean, Education	$41,316	$41,316	$47,127	22
56.0	Dean, Engineering	$41,316	$41,316	$47,110	20
57.0	Dean, Extension	$39,396	$36,204	$41,316	8
58.0	Dean, Fine Arts	$40,364	$36,500	$41,316	12
59.0	Dean, Graduate Programs	$41,316	$39,556	$44,715	21
60.0	Dean, Health Related Professions	$40,452	$34,301	$41,855	7
61.0	Dean, Home Economics	$41,316	$40,413	$44,300	6
62.0	Dean, Humanities	$41,316	$40,452	$47,000	11
64.0	Dean, Law	$50,000	$47,500	$51,800	8
65.0	Dean, Library and Information Sciences	$33,200	$30,000	$35,718	4
66.0	Dean, Medicine	$57,000	$50,700	$68,300	3
67.0	Dean, Music	$40,000	$36,204	$42,400	10
68.0	Dean, Nursing	$41,000	$36,204	$45,000	12
69.0	Dean, Occupation Studies/Vocational Education/Technology	$41,316	$40,230	$43,445	9

Table 16 (cont.)

POSIT	TITLE	MEDIAN	QUART-1	QUART-1	CASES
70.0	Dean, Pharmacy	$39,750	$37,850	$49,250	5
72.0	Dean, Sciences	$41,316	$40,452	$42,000	15
73.0	Dean, Social Sciences	$41,316	$37,600	$41,999	9
74.0	Dean, Social Work	$41,316	$35,957	$42,505	7
76.0	Dean, Undergraduate Programs	$37,572	$32,627	$40,050	6
77.0	Dean, Veterinary Medicine	$49,200	$42,000	$55,000	3

SOURCE: College and University Personnel Association.

APPENDIX B

Administrative Salaries in the United States, 1979-80

Table 17

Administrative Salaries in Public and Private Colleges and Universities in the United States, 1979-80

MEASURE: Salary. **CLASSIFICATION(S):** Not specified. **SOURCE(S) OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1979/80 BUDGET RANGE:** Not specified. **CASES SELECTED:** 1,383.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	$51,800	$45,368	$60,200	104
2.0	Chief Executive Officer, Single Institution	$43,870	$36,600	$52,000	1,259
3.0	Executive Vice President	$37,500	$30,000	$44,940	363
4.0	Chief Academic Officer	$34,279	$28,350	$41,800	1,216
5.0	Chief Planning Officer	$32,000	$26,413	$39,950	287
6.0	Chief Business Officer	$32,000	$25,500	$39,791	1,235
7.0	Chief Budgeting Officer	$28,000	$23,044	$32,600	359
8.0	Chief Development Officer	$28,500	$23,175	$34,700	662
9.0	Chief Public Relations Officer	$21,000	$16,430	$28,300	695
10.0	Director, Alumni Affairs	$18,028	$14,316	$23,000	635
11.0	Chief Health Professions Officer	$38,126	$27,008	$59,800	103
12.0	Administrator, Hospital Medical Center	$47,461	$34,658	$59,963	51
13.0	Chief Student Affairs Officer	$28,665	$22,700	$35,000	1,208
14.0	Registrar	$21,210	$16,000	$26,244	1,103
15.0	Director, Admissions	$22,600	$18,500	$27,350	994
16.0	Director, Student Financial Aid	$19,492	$15,500	$23,500	1,143
17.0	Director, Student Placement	$19,250	$15,200	$23,352	836
18.0	Director, Student Counseling	$22,760	$18,060	$27,648	810
19.0	Director, Student Union	$20,000	$15,182	$25,000	561
20.0	Director, Student Health Services	$21,272	$14,000	$40,000	538
21.0	Director, Student Housing	$17,795	$13,890	$22,200	608
22.0	Director, Food Services	$20,160	$16,556	$25,267	371
23.0	Director, Physical Plant	$22,865	$18,264	$28,320	1,118
24.0	Director, Purchasing	$20,202	$16,000	$24,650	655
25.0	Director, Bookstore	$15,186	$11,560	$20,100	794
26.0	Director, Campus Security	$18,024	$14,000	$22,838	710
27.0	Director, Legal Services	$32,618	$26,000	$40,000	136
28.0	Director, Personnel/Human Resources	$24,362	$19,350	$30,616	554
29.0	Director, Affirmative Action/Equal Employment	$24,000	$19,750	$28,198	346
30.0	Director, Employee Training	$20,714	$18,000	$26,148	69
31.0	Director, Library Services	$24,372	$18,725	$30,950	1,214
32.0	Director, Computer Center	$25,000	$20,300	$31,000	801
33.0	Director, Information Systems	$28,565	$23,483	$34,000	216
34.0	Director, Information Office	$19,800	$16,000	$24,967	442
35.0	Director, Community Services	$24,000	$20,000	$29,000	317
36.0	Director, Institutional Research	$25,445	$20,950	$31,000	477
37.0	Comptroller	$24,700	$19,800	$30,000	719
38.0	Director, Athletics	$25,980	$20,385	$31,918	794
39.0	Director, Auxiliary Services	$25,917	$21,400	$31,000	235
40.0	Administrator, Grants and Contracts	$25,854	$20,000	$31,800	403
41.0	Chief Development and Public Relations Officer	$30,500	$23,610	$39,450	164
42.0	Chief Planning and Budget Officer	$34,875	$27,400	$40,857	84
43.0	Director, Admissions and Financial Aid	$23,100	$17,850	$29,700	112
44.0	Director, Housing and Food Services	$26,083	$24,273	$32,754	44
45.0	Director, Personnel and Affirmative Action	$22,008	$17,500	$27,110	186
46.0	Director, Development and Alumni Affairs	$23,800	$19,300	$29,500	81
47.0	Dean, Architecture	$42,000	$37,800	$46,000	61
48.0	Dean, Agriculture	$37,500	$28,500	$46,737	98
49.0	Dean, Arts and Letters	$32,400	$24,472	$37,734	110
50.0	Dean, Arts and Sciences	$36,771	$30,967	$42,200	359
51.0	Dean, Business	$33,660	$26,780	$40,898	582
52.0	Dean, Communications	$29,300	$25,038	$37,332	123
53.0	Dean, Continuing Education	$27,438	$22,000	$34,000	509
54.0	Dean, Dentistry	$54,000	$45,926	$57,839	52
55.0	Dean, Education	$35,398	$28,064	$41,316	409
56.0	Dean, Engineering	$41,316	$33,000	$48,252	212
57.0	Dean, Extension	$33,500	$27,004	$39,396	99
58.0	Dean, Fine Arts	$32,165	$24,500	$38,636	204
59.0	Dean, Graduate Programs	$36,800	$31,000	$42,726	341
60.0	Dean, Health Related Professions	$32,255	$25,654	$38,340	196
61.0	Dean, Home Economics	$33,266	$25,284	$40,401	89
62.0	Dean, Humanities	$27,650	$23,136	$35,333	219
63.0	Dean, Instruction	$29,684	$27,000	$40,000	38
64.0	Dean, Law	$50,000	$46,190	$54,600	108
65.0	Dean, Library and Information Sciences	$32,595	$21,800	$37,058	94
66.0	Dean, Medicine	$68,400	$61,000	$75,280	74
67.0	Dean, Music	$29,127	$23,027	$36,204	140
68.0	Dean, Nursing	$30,000	$24,060	$38,750	309
69.0	Dean, Occupation Studies/Vocational Education/Technology	$29,600	$24,924	$34,600	237
70.0	Dean, Pharmacy	$45,580	$38,200	$49,250	53
71.0	Dean, Public Health	$51,600	$34,680	$63,600	17
72.0	Dean, Sciences	$29,820	$24,000	$35,760	307
73.0	Dean, Social Sciences	$27,333	$22,639	$33,280	255
74.0	Dean, Social Work	$35,296	$26,400	$43,000	94
75.0	Dean, Special Programs	$27,000	$22,403	$33,863	27
76.0	Dean, Undergraduate Programs	$32,627	$26,142	$38,239	63
77.0	Dean, Veterinary Medicine	$50,825	$47,000	$55,000	22

SOURCE: College and University Personnel Association, 1979-80 Administrative Compensation Survey, 1980, p. 1.

Table 18

Administrative Salaries in Public Colleges and Universities
in the United States, 1979-80

MEASURE: Salary. **CLASSIFICATION(S):** Not specified. **SOURCE(S) OF SUPPORT:** Public. **FTE-ENROLLMENT RANGE:** Not specified. **1979/80 BUDGET RANGE:** Not specified. **CASES SELECTED:** 767.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	$52,500	$46,746	$60,200	93
2.0	Chief Executive Officer, Single Institution	$44,125	$39,000	$51,900	682
3.0	Executive Vice President	$39,100	$33,132	$46,405	206
4.0	Chief Academic Officer	$37,450	$31,315	$44,000	678
5.0	Chief Planning Officer	$33,500	$28,348	$41,080	203
6.0	Chief Business Officer	$34,621	$28,098	$40,836	699
7.0	Chief Budgeting Officer	$28,728	$24,149	$32,550	265
8.0	Chief Development Officer	$30,380	$25,825	$36,060	226
9.0	Chief Public Relations Officer	$25,164	$20,040	$31,250	335
10.0	Director, Alumni Affairs	$20,712	$16,800	$26,174	235
11.0	Chief Health Professions Officer	$38,126	$29,000	$59,800	69
12.0	Administrator, Hospital Medical Center	$47,461	$37,000	$57,780	42
13.0	Chief Student Affairs Officer	$32,294	$27,436	$37,873	689
14.0	Registrar	$24,300	$20,000	$28,621	565
15.0	Director, Admissions	$24,504	$20,756	$28,892	510
16.0	Director, Student Financial Aid	$21,624	$18,109	$25,360	643
17.0	Director, Student Placement	$21,815	$18,348	$25,830	457
18.0	Director, Student Counseling	$25,400	$21,695	$30,000	500
19.0	Director, Student Union	$22,100	$18,264	$26,412	366
20.0	Director, Student Health Services	$33,658	$18,010	$44,004	295
21.0	Director, Student Housing	$21,226	$17,849	$25,313	283
22.0	Director, Food Services	$21,664	$17,837	$26,608	199
23.0	Director, Physical Plant	$25,300	$20,586	$30,583	617
24.0	Director, Purchasing	$21,530	$18,000	$25,775	436
25.0	Director, Bookstore	$17,836	$13,728	$22,089	429
26.0	Director, Campus Security	$19,819	$16,188	$24,600	432
27.0	Director, Legal Services	$32,750	$26,911	$40,000	109
28.0	Director, Personnel/Human Resources	$26,300	$21,890	$31,893	384
29.0	Director, Affirmative Action/Equal Employment	$24,200	$20,600	$28,339	276
30.0	Director, Employee Training	$20,500	$18,000	$26,148	58
31.0	Director, Library Services	$27,252	$22,890	$33,548	663
32.0	Director, Computer Center	$27,000	$22,125	$33,264	499
33.0	Director, Information Systems	$29,049	$24,820	$34,900	139
34.0	Director, Information Office	$21,025	$17,290	$25,746	293
35.0	Director, Community Services	$24,775	$21,578	$29,544	262
36.0	Director, Institutional Research	$26,944	$22,720	$32,100	350
37.0	Comptroller	$27,175	$22,733	$32,500	369
38.0	Director, Athletics	$29,400	$24,000	$33,792	432
39.0	Director, Auxiliary Services	$27,800	$22,900	$31,560	167
40.0	Administrator, Grants and Contracts	$26,750	$22,600	$32,679	279
41.0	Chief Development and Public Relations Officer	$32,100	$25,600	$41,168	87
42.0	Chief Planning and Budget Officer	$36,600	$30,410	$41,800	51
43.0	Director, Admissions and Financial Aid	$28,560	$24,600	$32,732	43
44.0	Director, Housing and Food Services	$27,180	$24,434	$33,500	28
45.0	Director, Personnel and Affirmative Action	$23,145	$19,104	$27,250	113
46.0	Director, Development and Alumni Affairs	$26,536	$21,972	$32,250	42
47.0	Dean, Architecture	$42,000	$38,500	$46,800	48
48.0	Dean, Agriculture	$38,631	$30,000	$46,737	93
49.0	Dean, Arts and Letters	$35,040	$25,897	$39,511	82
50.0	Dean, Arts and Sciences	$37,260	$32,050	$42,265	259
51.0	Dean, Business	$34,512	$27,459	$41,000	423
52.0	Dean, Communications	$29,532	$25,417	$37,485	98
53.0	Dean, Continuing Education	$29,736	$24,000	$36,000	336
54.0	Dean, Dentistry	$53,100	$45,000	$57,839	39
55.0	Dean, Education	$38,048	$33,100	$42,300	282
56.0	Dean, Engineering	$41,316	$32,011	$48,000	160
57.0	Dean, Extension	$34,100	$28,761	$39,396	76
58.0	Dean, Fine Arts	$34,139	$28,223	$40,000	140
59.0	Dean, Graduate Programs	$38,494	$34,473	$43,335	233
60.0	Dean, Health Related Professions	$32,458	$27,000	$38,494	170
61.0	Dean, Home Economics	$34,949	$27,409	$41,316	77
62.0	Dean, Humanities	$31,129	$25,680	$37,475	144
63.0	Dean, Instruction	$32,112	$27,900	$41,316	31
64.0	Dean, Law	$49,500	$45,000	$55,598	59
65.0	Dean, Library and Information Sciences	$33,200	$25,800	$37,300	73
66.0	Dean, Medicine	$67,329	$58,700	$72,000	56
67.0	Dean, Music	$32,580	$27,193	$40,000	79
68.0	Dean, Nursing	$31,221	$24,467	$39,720	231
69.0	Dean, Occupation Studies/Vocational Education/Technology	$29,736	$25,198	$34,739	223
70.0	Dean, Pharmacy	$46,200	$38,200	$49,250	43
71.0	Dean, Public Health	$42,905	$34,680	$63,600	13
72.0	Dean, Sciences	$31,660	$26,270	$38,239	223
73.0	Dean, Social Sciences	$29,564	$24,839	$35,600	180
74.0	Dean, Social Work	$38,615	$31,000	$44,000	63
75.0	Dean, Special Programs	$27,000	$24,226	$36,000	22
76.0	Dean, Undergraduate Programs	$34,098	$28,000	$39,396	36
77.0	Dean, Veterinary Medicine	$50,825	$47,000	$54,945	19

SOURCE: College and University Personnel Association, 1979-80 Administrative Compensation Survey, 1980, p. 2.

Table 19

Administrative Salaries in Private Colleges and Universities in the United States, 1979-80

MEASURE: Salary. **CLASSIFICATION(S):** Not specified. **SOURCE(S) OF SUPPORT:** Private. **FTE-ENROLLMENT RANGE:** Not specified. **1979/80 BUDGET RANGE:** Not specified. **CASES SELECTED:** 615.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	$51,000	$35,360	$65,000	11
2.0	Chief Executive Officer, Single Institution	$42,100	$32,400	$52,000	576
3.0	Executive Vice President	$32,337	$26,000	$42,000	156
4.0	Chief Academic Officer	$30,000	$25,000	$37,600	538
5.0	Chief Planning Officer	$27,000	$22,260	$32,742	84
6.0	Chief Business Officer	$28,000	$22,050	$37,000	535
7.0	Chief Budgeting Officer	$25,000	$18,900	$33,200	94
8.0	Chief Development Officer	$27,500	$22,274	$34,400	435
9.0	Chief Public Relations Officer	$17,900	$14,000	$22,500	359
10.0	Director, Alumni Affairs	$16,622	$13,200	$21,000	400
11.0	Chief Health Professions Officer	$38,106	$20,400	$58,300	34
12.0	Administrator, Hospital Medical Center	$38,106	$32,406	$62,700	9
13.0	Chief Student Affairs Officer	$24,000	$19,500	$29,150	518
14.0	Registrar	$17,700	$14,004	$21,870	537
15.0	Director, Admissions	$20,250	$17,040	$25,000	484
16.0	Director, Student Financial Aid	$16,200	$13,400	$20,000	500
17.0	Director, Student Placement	$16,050	$13,333	$19,450	379
18.0	Director, Student Counseling	$18,200	$15,000	$22,060	310
19.0	Director, Student Union	$15,088	$12,550	$19,600	195
20.0	Director, Student Health Services	$14,640	$11,950	$26,000	243
21.0	Director, Student Housing	$14,550	$12,000	$18,150	325
22.0	Director, Food Services	$19,260	$16,000	$22,800	171
23.0	Director, Physical Plant	$20,140	$16,200	$24,900	500
24.0	Director, Purchasing	$16,976	$13,500	$21,400	219
25.0	Director, Bookstore	$12,500	$9,830	$15,971	364
26.0	Director, Campus Security	$15,150	$12,000	$19,000	278
27.0	Director, Legal Services	$32,618	$25,000	$43,000	27
28.0	Director, Personnel/Human Resources	$19,800	$15,000	$25,000	170
29.0	Director, Affirmative Action/Equal Employment	$21,000	$16,992	$27,671	70
30.0	Director, Employee Training	$22,500	$19,023	$27,200	11
31.0	Director, Library Services	$19,354	$16,000	$25,100	551
32.0	Director, Computer Center	$22,000	$17,500	$26,750	302
33.0	Director, Information Systems	$27,000	$19,475	$33,500	77
34.0	Director, Information Office	$17,000	$13,500	$20,980	149
35.0	Director, Community Services	$19,339	$13,000	$24,000	55
36.0	Director, Institutional Research	$21,000	$17,325	$26,045	127
37.0	Comptroller	$22,000	$17,600	$27,134	350
38.0	Director, Athletics	$22,245	$17,765	$27,000	362
39.0	Director, Auxiliary Services	$22,100	$18,764	$28,000	68
40.0	Administrator, Grants and Contracts	$20,405	$16,500	$28,616	124
41.0	Chief Development and Public Relations Officer	$29,000	$22,241	$38,000	77
42.0	Chief Planning and Budget Officer	$33,000	$26,838	$40,000	33
43.0	Director, Admissions and Financial Aid	$21,800	$15,250	$26,800	68
44.0	Director, Housing and Food Services	$25,000	$17,120	$30,100	16
45.0	Director, Personnel and Affirmative Action	$19,333	$15,980	$24,400	73
46.0	Director, Development and Alumni Affairs	$21,500	$16,778	$28,000	39
47.0	Dean, Architecture	$42,000	$37,064	$44,000	13
48.0	Dean, Agriculture	$28,300	$17,455	$30,020	5
49.0	Dean, Arts and Letters	$22,400	$18,267	$30,893	28
50.0	Dean, Arts and Sciences	$35,500	$27,500	$41,800	100
51.0	Dean, Business	$31,500	$22,896	$40,000	159
52.0	Dean, Communications	$27,200	$21,740	$35,700	25
53.0	Dean, Continuing Education	$23,400	$19,000	$30,000	173
54.0	Dean, Dentistry	$56,500	$52,950	$58,000	13
55.0	Dean, Education	$26,000	$21,000	$33,350	127
56.0	Dean, Engineering	$41,700	$34,488	$49,985	52
57.0	Dean, Extension	$29,004	$18,889	$37,762	23
58.0	Dean, Fine Arts	$24,500	$18,933	$31,000	64
59.0	Dean, Graduate Programs	$32,100	$24,351	$40,000	108
60.0	Dean, Health Related Professions	$27,377	$17,550	$36,806	26
61.0	Dean, Home Economics	$20,267	$17,455	$26,480	12
62.0	Dean, Humanities	$23,232	$18,667	$29,011	75
63.0	Dean, Instruction	$27,000	$21,834	$34,000	7
64.0	Dean, Law	$50,290	$48,000	$54,250	49
65.0	Dean, Library and Information Sciences	$20,970	$14,500	$29,867	21
66.0	Dean, Medicine	$77,000	$66,675	$88,000	18
67.0	Dean, Music	$24,500	$18,100	$29,900	61
68.0	Dean, Nursing	$27,430	$22,000	$34,653	78
69.0	Dean, Occupation Studies/Vocational Education/Technology	$23,100	$17,120	$28,683	14
70.0	Dean, Pharmacy	$41,500	$38,000	$50,000	10
71.0	Dean, Public Health	$51,758	$22,176	$63,000	4
72.0	Dean, Sciences	$23,754	$20,071	$31,030	84
73.0	Dean, Social Sciences	$22,600	$19,200	$27,500	75
74.0	Dean, Social Work	$28,000	$21,187	$41,300	31
75.0	Dean, Special Programs	$16,533	$16,400	$28,700	5
76.0	Dean, Undergraduate Programs	$30,200	$24,255	$35,000	27
77.0	Dean, Veterinary Medicine	$61,000	$30,000	$66,000	3

SOURCE: College and University Personnel Association, 1979-80 Administrative Compensation Survey, 1980, p. 3.

Table 20

Administrative Salaries in Public and Private Colleges and Universities in the Northwestern United States, 1979-80

MEASURE: Salary. **CLASSIFICATION(S):** Not specified. **SOURCE(S) OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1979/80 BUDGET RANGE:** Not specified. **CASES SELECTED:** 83.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	$48,342	$47,100	$53,151	4
2.0	Chief Executive Officer, Single Institution	$43,992	$36,616	$51,360	79
3.0	Executive Vice President	$37,700	$33,772	$42,000	23
4.0	Chief Academic Officer	$34,087	$29,000	$40,593	70
5.0	Chief Planning Officer	$30,000	$24,439	$37,500	20
6.0	Chief Business Officer	$32,500	$27,050	$38,714	71
7.0	Chief Budgeting Officer	$28,918	$25,263	$32,300	22
8.0	Chief Development Officer	$31,250	$23,565	$36,700	39
9.0	Chief Public Relations Officer	$23,000	$17,750	$30,338	36
10.0	Director, Alumni Affairs	$21,396	$16,535	$25,356	30
11.0	Chief Health Professions Officer	$38,126	$32,804	$58,750	5
12.0	Administrator, Hospital Medical Center	$57,000	$19,720	$57,028	3
13.0	Chief Student Affairs Officer	$30,075	$26,500	$35,280	74
14.0	Registrar	$24,000	$19,500	$27,671	64
15.0	Director, Admissions	$22,946	$18,800	$25,662	49
16.0	Director, Student Financial Aid	$21,217	$17,818	$24,396	68
17.0	Director, Student Placement	$21,360	$18,950	$24,498	41
18.0	Director, Student Counseling	$23,704	$20,000	$29,280	53
19.0	Director, Student Union	$22,965	$19,500	$25,896	40
20.0	Director, Student Health Services	$37,164	$16,595	$42,300	27
21.0	Director, Student Housing	$20,356	$15,873	$22,500	37
22.0	Director, Food Services	$19,998	$15,013	$23,800	27
23.0	Director, Physical Plant	$23,765	$19,759	$29,700	61
24.0	Director, Purchasing	$20,400	$17,585	$23,064	34
25.0	Director, Bookstore	$15,900	$11,564	$20,260	52
26.0	Director, Campus Security	$18,320	$15,000	$25,356	33
27.0	Director, Legal Services	$32,151	$31,900	$40,000	7
28.0	Director, Personnel/Human Resources	$28,000	$18,800	$30,337	29
29.0	Director, Affirmative Action/Equal Employment	$24,240	$21,029	$26,352	22
30.0	Director, Employee Training	$19,908	$19,908	$26,838	3
31.0	Director, Library Services	$26,000	$19,000	$31,800	67
32.0	Director, Computer Center	$25,500	$20,280	$31,484	44
33.0	Director, Information Systems	$26,500	$22,650	$30,226	13
34.0	Director, Information Office	$19,404	$16,020	$23,500	35
35.0	Director, Community Services	$25,745	$23,700	$29,219	16
36.0	Director, Institutional Research	$27,791	$22,152	$31,800	27
37.0	Comptroller	$26,250	$23,000	$30,012	40
38.0	Director, Athletics	$24,898	$20,992	$29,695	52
39.0	Director, Auxiliary Services	$25,885	$23,244	$30,408	18
40.0	Administrator, Grants and Contracts	$26,000	$19,000	$29,500	29
41.0	Chief Development and Public Relations Officer	$29,862	$25,760	$33,056	10
42.0	Chief Planning and Budget Officer	$40,000	$36,000	$41,200	7
43.0	Director, Admissions and Financial Aid	$23,775	$18,000	$28,974	8
44.0	Director, Housing and Food Services	$26,083	$24,273	$29,900	8
45.0	Director, Personnel and Affirmative Action	$22,500	$19,000	$27,250	11
46.0	Director, Development and Alumni Affairs	$21,000	$19,000	$27,200	8
47.0	Dean, Architecture	$45,000	$38,500	$46,000	3
48.0	Dean, Agriculture	$40,997	$39,000	$47,748	9
49.0	Dean, Arts and Letters	$27,706	$13,333	$32,400	4
50.0	Dean, Arts and Sciences	$36,889	$30,450	$41,800	20
51.0	Dean, Business	$35,500	$27,893	$40,560	34
52.0	Dean, Communications	$29,300	$22,120	$30,235	5
53.0	Dean, Continuing Education	$27,438	$24,005	$31,800	25
55.0	Dean, Education	$34,300	$31,400	$40,560	30
56.0	Dean, Engineering	$40,700	$36,200	$48,800	12
57.0	Dean, Extension	$37,284	$32,724	$46,500	10
58.0	Dean, Fine Arts	$26,100	$23,332	$38,500	13
59.0	Dean, Graduate Programs	$36,130	$31,636	$40,956	19
60.0	Dean, Health Related Professions	$33,883	$29,549	$39,000	10
61.0	Dean, Home Economics	$26,480	$26,100	$38,000	4
62.0	Dean, Humanities	$26,000	$22,080	$34,500	19
63.0	Dean, Instruction	$29,684	$28,524	$32,060	4
64.0	Dean, Law	$45,900	$43,742	$48,216	8
65.0	Dean, Library and Information Sciences	$30,500	$24,922	$31,800	5
66.0	Dean, Medicine	$57,000	$52,270	$61,000	4
67.0	Dean, Music	$22,140	$20,350	$28,350	9
68.0	Dean, Nursing	$31,690	$24,432	$36,000	17
69.0	Dean, Occupation Studies/Vocational Education/Technology	$29,790	$25,833	$32,160	25
70.0	Dean, Pharmacy	$35,528	$30,014	$42,684	4
72.0	Dean, Sciences	$32,725	$22,800	$34,956	20
73.0	Dean, Social Sciences	$26,000	$21,144	$35,700	15
74.0	Dean, Social Work	$40,350	$23,607	$42,505	5

NOTE: Includes Alaska, Idaho, Montana, Wyoming, Oregon, Utah and Washington.

SOURCE: College and University Personnel Association, 1979-80 Administrative Compensation Survey, 1980, p. 73.

Table 21

Administative Salaries in Public and Private Colleges and Universities in the Western United States, 1979-80

MEASURE: Salary. **CLASSIFICATION(S):** Not specified. **SOURCE(S) OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1979/80 BUDGET RANGE:** Not specified. **CASES SELECTED:** 102.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	$56,570	$50,160	$62,925	9
2.0	Chief Executive Officer, Single Institution	$48,868	$41,892	$55,000	94
3.0	Executive Vice President	$41,316	$36,670	$46,536	40
4.0	Chief Academic Officer	$40,344	$33,600	$46,000	85
5.0	Chief Planning Officer	$40,464	$37,572	$41,316	21
6.0	Chief Business Officer	$37,500	$29,493	$41,316	84
7.0	Chief Budgeting Officer	$28,728	$23,820	$37,704	32
8.0	Chief Development Officer	$31,485	$25,500	$40,000	40
9.0	Chief Public Relations Officer	$21,696	$18,000	$29,549	48
10.0	Director, Alumni Affairs	$19,694	$17,244	$27,276	31
11.0	Chief Health Professions Officer	$33,660	$29,838	$53,052	10
12.0	Administrator, Hospital Medical Center	$36,000	$33,700	$38,106	3
13.0	Chief Student Affairs Officer	$36,660	$29,200	$41,316	80
14.0	Registrar	$22,620	$16,000	$28,584	87
15.0	Director, Admissions	$28,584	$20,700	$35,388	63
16.0	Director, Student Financial Aid	$26,208	$18,060	$31,416	78
17.0	Director, Student Placement	$23,500	$15,487	$32,400	49
18.0	Director, Student Counseling	$34,729	$22,245	$36,466	53
19.0	Director, Student Union	$31,364	$21,575	$32,940	18
20.0	Director, Student Health Services	$40,018	$23,340	$53,052	36
21.0	Director, Student Housing	$19,260	$14,010	$24,600	38
22.0	Director, Food Services	$19,400	$17,556	$29,352	29
23.0	Director, Physical Plant	$26,484	$21,126	$33,042	68
24.0	Director, Purchasing	$24,960	$19,764	$28,728	42
25.0	Director, Bookstore	$19,752	$14,000	$24,864	59
26.0	Director, Campus Security	$22,248	$16,318	$29,994	48
27.0	Director, Legal Services	$36,204	$28,728	$58,380	10
28.0	Director, Personnel/Human Resources	$30,120	$23,121	$35,000	46
29.0	Director, Affirmative Action/Equal Employment	$24,828	$21,144	$31,788	30
30.0	Director, Employee Training	$26,148	$24,295	$28,900	6
31.0	Director, Library Services	$32,004	$21,136	$37,466	79
32.0	Director, Computer Center	$30,264	$22,500	$35,277	48
33.0	Director, Information Systems	$36,500	$28,798	$38,472	13
34.0	Director, Information Office	$26,700	$19,454	$31,416	19
35.0	Director, Community Services	$34,000	$20,000	$37,406	23
36.0	Director, Institutional Research	$34,536	$25,068	$38,472	28
37.0	Comptroller	$30,000	$24,848	$34,704	38
38.0	Director, Athletics	$34,000	$29,184	$36,204	52
39.0	Director, Auxiliary Services	$34,137	$24,300	$36,396	16
40.0	Administrator, Grants and Contracts	$30,700	$25,142	$36,204	26
41.0	Chief Development and Public Relations Officer	$33,108	$20,779	$36,204	10
42.0	Chief Planning and Budget Officer	$39,157	$32,500	$52,400	9
43.0	Director, Admissions and Financial Aid	$15,500	$14,500	$34,500	8
44.0	Director, Housing and Food Services	$35,300	$31,400	$36,396	5
45.0	Director, Personnel and Affirmative Action	$27,800	$20,002	$34,000	14
46.0	Director, Development and Alumni Affairs	$27,276	$23,820	$29,970	5
47.0	Dean, Architecture	$41,316	$31,010	$44,500	6
48.0	Dean, Agriculture	$41,316	$36,257	$41,316	11
49.0	Dean, Arts and Letters	$37,572	$33,219	$41,316	14
50.0	Dean, Arts and Sciences	$41,316	$34,2[illegible]	$42,200	15
51.0	Dean, Business	$38,000	$32,7[illegible]6	$41,316	42
52.0	Dean, Communications	$36,204	$29,16[illegible]	$41,112	14
53.0	Dean, Continuing Education	$36,891	$23,960	$41,316	31
54.0	Dean, Dentistry	$38,000	$24,720	$53,600	4
55.0	Dean, Education	$41,316	$36,204	$41,316	27
56.0	Dean, Engineering	$41,316	$39,108	$42,120	20
57.0	Dean, Extension	$38,146	$36,204	$41,316	10
58.0	Dean, Fine Arts	$35,584	$28,368	$39,396	19
59.0	Dean, Graduate Programs	$37,600	$24,211	$41,316	26
60.0	Dean, Health Related Professions	$34,301	$31,067	$37,583	14
61.0	Dean, Home Economics	$34,301	$31,771	$34,949	5
62.0	Dean, Humanities	$36,259	$30,467	$41,316	24
63.0	Dean, Instruction	$41,316	$36,738	$42,213	4
64.0	Dean, Law	$50,290	$22,745	$55,008	12
65.0	Dean, Library and Information Sciences	$35,718	$29,867	$39,108	9
66.0	Dean, Medicine	$62,653	$52,900	$88,000	5
67.0	Dean, Music	$34,536	$27,193	$37,572	11
68.0	Dean, Nursing	$32,853	$26,688	$37,830	21
69.0	Dean, Occupation Studies/Vocational Education/Technology	$35,388	$30,863	$41,316	19
70.0	Dean, Pharmacy	$47,850	$27,804	$56,710	3
71.0	Dean, Public Health	$22,176	$15,664	$51,600	3
72.0	Dean, Sciences	$35,941	$32,579	$41,316	30
73.0	Dean, Social Sciences	$35,941	$27,867	$40,452	23
74.0	Dean, Social Work	$35,957	$34,000	$41,316	6
75.0	Dean, Special Programs	$32,000	$29,316	$33,863	3
76.0	Dean, Undergraduate Programs	$38,000	$32,100	$41,316	10

NOTE: Includes California, Hawaii, Nevada, and Guam (Guam is not a member of the WICHE Compact).

SOURCE. College and University Personnel Association, 1979-80 Administrative Compensation Survey, 1980, p. 74.

Table 22

Administrative Salaries in Public and Private Colleges and Universities in the Southwestern United States, 1979-80

MEASURE: Salary. **CLASSIFICATION(S):** Not specified. **SOURCE(S) OF SUPPORT:** Not specified. **FTE-ENROLLMENT RANGE:** Not specified. **1979/80 BUDGET RANGE:** Not specified. **CASES SELECTED:** 157.

POS	TITLE	MED	Q1	Q3	N
1.0	Chief Executive Officer, System	$51,800	$45,368	$60,000	21
2.0	Chief Executive Officer, Single Institution	$42,500	$36,600	$53,000	141
3.0	Executive Vice President	$36,925	$31,000	$47,250	49
4.0	Chief Academic Officer	$32,770	$28,200	$41,544	132
5.0	Chief Planning Officer	$28,272	$25,126	$39,950	35
6.0	Chief Business Officer	$31,683	$26,100	$40,416	140
7.0	Chief Budgeting Officer	$29,200	$24,000	$31,600	46
8.0	Chief Development Officer	$27,708	$22,665	$35,088	64
9.0	Chief Public Relations Officer	$21,000	$17,000	$28,500	68
10.0	Director, Alumni Affairs	$18,000	$15,000	$23,000	54
11.0	Chief Health Professions Officer	$30,025	$29,103	$45,000	10
12.0	Administrator, Hospital Medical Center	$42,213	$25,740	$46,000	8
13.0	Chief Student Affairs Officer	$28,441	$23,340	$33,720	132
14.0	Registrar	$22,290	$17,400	$26,300	122
15.0	Director, Admissions	$22,000	$19,388	$27,450	87
16.0	Director, Student Financial Aid	$19,600	$15,596	$22,930	129
17.0	Director, Student Placement	$19,750	$16,802	$23,304	73
18.0	Director, Student Counseling	$21,640	$18,765	$26,292	96
19.0	Director, Student Union	$18,000	$14,875	$23,600	70
20.0	Director, Student Health Services	$19,680	$14,378	$37,225	62
21.0	Director, Student Housing	$18,000	$14,592	$22,000	61
22.0	Director, Food Services	$18,667	$15,000	$25,276	43
23.0	Director, Physical Plant	$23,010	$19,000	$27,144	135
24.0	Director, Purchasing	$20,568	$16,658	$24,700	79
25.0	Director, Bookstore	$16,276	$12,540	$20,340	105
26.0	Director, Campus Security	$16,668	$12,758	$23,175	97
27.0	Director, Legal Services	$29,000	$25,000	$40,000	19
28.0	Director, Personnel/Human Resources	$24,362	$19,800	$31,250	58
29.0	Director, Affirmative Action/Equal Employment	$23,800	$19,300	$27,200	41
30.0	Director, Employee Training	$19,400	$16,728	$26,325	11
31.0	Director, Library Services	$23,900	$18,793	$30,570	143
32.0	Director, Computer Center	$24,377	$20,500	$31,782	107
33.0	Director, Information Systems	$27,850	$15,300	$30,104	16
34.0	Director, Information Office	$19,000	$16,092	$23,275	69
35.0	Director, Community Services	$22,698	$18,758	$26,500	46
36.0	Director, Institutional Research	$24,717	$19,430	$31,048	50
37.0	Comptroller	$25,479	$20,251	$32,600	82
38.0	Director, Athletics	$25,738	$21,400	$31,932	85
39.0	Director, Auxiliary Services	$25,517	$21,430	$29,300	22
40.0	Administrator, Grants and Contracts	$26,871	$23,412	$33,500	40
41.0	Chief Development and Public Relations Officer	$30,500	$21,200	$45,800	19
42.0	Chief Planning and Budget Officer	$34,200	$28,000	$48,815	10
43.0	Director, Admissions and Financial Aid	$29,173	$22,440	$32,954	11
44.0	Director, Housing and Food Services	$25,100	$25,000	$33,500	6
45.0	Director, Personnel and Affirmative Action	$20,226	$16,500	$23,700	25
46.0	Director, Development and Alumni Affairs	$20,895	$17,500	$34,500	7
47.0	Dean, Architecture	$39,000	$37,200	$41,556	12
48.0	Dean, Agriculture	$34,500	$23,019	$44,600	17
49.0	Dean, Arts and Letters	$27,323	$22,479	$38,832	23
50.0	Dean, Arts and Sciences	$35,000	$29,566	$45,720	43
51.0	Dean, Business	$32,000	$25,959	$42,000	80
52.0	Dean, Communications	$27,791	$22,489	$33,552	20
53.0	Dean, Continuing Education	$31,840	$24,300	$36,000	48
54.0	Dean, Dentistry	$55,000	$49,000	$56,200	4
55.0	Dean, Education	$34,500	$27,795	$41,000	60
56.0	Dean, Engineering	$46,000	$42,270	$53,250	21
57.0	Dean, Extension	$23,501	$16,834	$28,200	5
58.0	Dean, Fine Arts	$34,000	$24,500	$38,636	33
59.0	Dean, Graduate Programs	$37,706	$32,000	$42,000	45
60.0	Dean, Health Related Professions	$31,000	$25,517	$41,855	19
61.0	Dean, Home Economics	$31,677	$20,934	$44,700	11
62.0	Dean, Humanities	$27,072	$22,821	$35,333	25
63.0	Dean, Instruction	$27,243	$26,728	$28,256	5
64.0	Dean, Law	$49,000	$45,000	$52,500	14
65.0	Dean, Library and Information Sciences	$34,600	$30,000	$43,500	7
66.0	Dean, Medicine	$68,300	$52,500	$74,000	8
67.0	Dean, Music	$29,500	$21,037	$40,000	20
68.0	Dean, Nursing	$26,607	$22,222	$41,000	38
69.0	Dean, Occupation Studies/Vocational Education/Technology	$28,928	$24,792	$33,000	33
70.0	Dean, Pharmacy	$39,750	$36,083	$48,000	8
72.0	Dean, Sciences	$26,971	$23,754	$35,000	46
73.0	Dean, Social Sciences	$24,993	$21,694	$32,580	34
74.0	Dean, Social Work	$36,000	$23,004	$40,796	7
75.0	Dean, Special Programs	$25,929	$24,608	$28,700	6
76.0	Dean, Undergraduate Programs	$27,200	$21,516	$39,000	6
77.0	Dean, Veterinary Medicine	$49,200	$46,860	$51,745	3

Note: Includes Arizona, Arkansas, Colorado, New Mexico, Oklahoma, and Texas (Arkansas, Oklahoma and Texas are not members of the WICHE Compact).

Source: College and University Personnel Association, 1979-80 Administrative Compensation Survey, 1980, p. 75.

APPENDIX C

1979-80 Administrative Compensation Survey
Summary Position Descriptions

1979-80 Administrative Compensation Survey
Summary Position Descriptions*

1.0 CHIEF EXECUTIVE OFFICER OF A SYSTEM/DISTRICT/MULTI-CAMPUS OPERATION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of an institution or a system of higher education, who reports to a governing board.

2.0 CHIEF EXECUTIVE OFFICER OF A SINGLE INSTITUTION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of a campus or an institution of higher education. Reports to a President/Chancellor of a universitywide system or multi-college district.

3.0 EXECUTIVE VICE PRESIDENT: The principal administrative official, in lieu of the Chief Executive Officer, responsible for the direction of all operations of an institution of higher education. Reports to the Chief Executive Officer.

4.0 CHIEF ACADEMIC OFFICER: The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar and library activities. Reports to the Chief Executive Officer.

5.0 CHIEF PLANNING OFFICER: The senior administrative official responsible for the direction of long-range planning and the allocation of resources. Functions typically include budget planning, institutional research and facilities planning and may also include responsibility for current planning and budgeting, as well as state and federal relations. Reports to the Chief Executive Officer.

6.0 CHIEF BUSINESS OFFICER: The senior administrative official responsible for the direction of business and financial affairs. Functions supervised typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, accounting and related matters.

7.0 CHIEF BUDGETING OFFICER: The senior administrative officer responsible for the current budgetary operations. May also include responsibility for long-range planning unless there is a separate planning officer.

*SOURCE: College and University Personnel Association, 1979-1980 Administrative Compensation Survey. Washington, D.C.: CUPA, 1980, pp. 113-115.

8.0 CHIEF DEVELOPMENT OFFICER: The senior administrative official responsible for institutional development programs. Incumbent typically leads the institutional fund-raising and, in the absence of an organizational co-equal specifically assigned to the function, public relations, alumni relations and information office activities.

9.0 CHIEF PUBLIC RELATIONS OFFICER: The senior administrative official responsible for public relations programs. Functions typically include public relations, news media relations, legislative relations, alumni relations and information office services.

10.0 DIRECTOR, ALUMNI AFFAIRS: Coordinates contacts and services to alumni; develops and maintains alumni mailing lists and mailings; organizes receptions and other special alumni activities.

11.0 CHIEF HEALTH PROFESSIONS OFFICER: The senior administrative official with the responsibility for administration of academic health programs, hospitals, clinics, and affiliated health-care programs.

12.0 ADMINISTRATOR, HOSPITAL MEDICAL CENTER: If your institution has its own hospital or medical center, this administrator is the immediate head of that facility. (If 12.0 is the same official as 11.0, please ignore 12.0).

13.0 CHIEF STUDENT AFFAIRS OFFICER: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union, relationships with student organizations and related functions.

14.0 REGISTRAR: The administrative official with principal responsibility for student admissions and records. Functions typically include undergraduate admissions, classroom scheduling, maintenance of student records and related matters.

15.0 DIRECTOR, ADMISSIONS: The administrative official with primary responsibility for the admission of undergraduates. May also be responsible for the admission of graduate and professional students, or for scholarship administration or similar functions.

16.0 DIRECTOR, STUDENT FINANCIAL AID: Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, state or federal loan programs; awarding of scholarships and fellowships; and maintenance of appropriate records.

17.0 DIRECTOR, STUDENT PLACEMENT: Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates and alumni. May also be responsible for placement of students on part-time jobs within or outside the institution.

18.0 DIRECTOR, STUDENT COUNSELING: Directs the provision of counseling and testing services for students.

19.0 DIRECTOR, STUDENT UNION: Directs the operation of a student union building and related student activities. Functions typically include supervision of food service facilities, activities programming, guest rooms, information desk, recreational facilities and arrangements for special functions or activities.

20.0 DIRECTOR, STUDENT HEALTH SERVICES: Directs the clinics, medical staff, and other programs that provide institutionally based health services for the student body.

21.0 DIRECTOR, STUDENT HOUSING: Directs all residence hall operations for students. May also administer off-campus housing programs.

22.0 DIRECTOR, FOOD SERVICES: Administers all institutional food services whether directly managed and operated or catered.

23.0 DIRECTOR, PHYSICAL PLANT: The senior administrative official responsible for the construction, rehabilitation and maintenance of physical facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation and parking.

24.0 DIRECTOR, PURCHASING: Conducts central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, approval of invoices and related matters.

25.0 DIRECTOR, BOOKSTORE: Directs the operation of the campus bookstore, usually under the direction of the Chief Business Officer. Functions typically include purchase and sale of new and used books, supplies and equipment, advertising, employment and supervision of sales staff, maintenance of sales and inventory records, and related matters.

26.0 DIRECTOR, CAMPUS SECURITY: Manages campus police and patrol units; directs campus vehicle traffic and parking; organizes security programs and training as needed.

27.0 DIRECTOR, LEGAL SERVICES: The principal salaried staff person responsible for advising the institution on its legal rights, obligations or privileges. May act as agent in various transactions or serve as principal contact with other legal counsel. (Do not report unless on institution's payroll.)

28.0 DIRECTOR, PERSONNEL/HUMAN RESOURCES: Administers institutional and personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration and, where applicable, labor relations.

29.0 DIRECTOR, AFFIRMATIVE ACTION/EQUAL EMPLOYMENT: The senior administrative official responsible for the universitywide program designed to insure equality of opportunity on an individual basis without giving preference in opportunity to any group.

30.0 DIRECTOR, EMPLOYEE TRAINING: This function directs and coordinates the various training services for employees of the institution, which may include in-house training for management and faculty as well as staff.

31.0 DIRECTOR, LIBRARY SERVICES: Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audio-visual services and special collections.

32.0 DIRECTOR, COMPUTER CENTER: Directs the institution's major administrative computing activities. Functions typically include computer programming, systems studies and computer operations.

33.0 DIRECTOR, INFORMATION SYSTEMS: The senior official who directs the development, implementation and maintenance of institutional management information systems. Functions typically include responsibility for developing systems requirements, systems analysis, programming, applications, and coordination with user areas. May also include responsibility for direction of the administrative computer operations.

34.0 DIRECTOR, INFORMATION OFFICE: Directs the provision of information about the institution to students, faculty and the public. Functions typically include news media relations, preparation of review of news releases and photographs, and preparation and distribution of newsletters, magazines and other publications.

35.0 DIRECTOR, COMMUNITY SERVICES: Directs or coordinates the conduct of special (usually noncredit) educational, cultural and recreational services to the community.

36.0 DIRECTOR, INSTITUTIONAL RESEARCH: The administrative staff official responsible for the conduct of research and studies on the institution itself. Functions performed or supervised typically include data collection, analysis, reporting, and related staff work in support of decision making.

37.0 COMPTROLLER: Directs accounting, payroll, cashiering and related functions. May also have responsibility for office services, such as mail and telephone.

38.0 DIRECTOR, ATHLETICS: Directs intramural and intercollegiate athletic programs. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

39.0 DIRECTOR, AUXILIARY SERVICES: Responsible for the management and operation of college support and auxiliary services; typically food service, book store, housing, vending, student unions, and printing but may include a variety of services and operations.

40.0 ADMINISTRATOR, GRANTS AND CONTRACTS: Coordinates the administration of research and other programs externally funded by grants and contracts; administers the preparation of proposals and orchestrates the liaison with the funding sources.

41.0 DEAN or Equivalent Administrative Title (e.g., directors of academic divisions in community colleges): Serves as the principal administrator of the instructional division indicated (i.e., Architecture, Agriculture, Nursing, etc.).

APPENDIX D

College and University Personnel Association
Special Studies Information

The College and University Personnel Association (CUPA) is pleased to provide data from our annual Administrative Compensation Survey 1979-80 to WICHE for the Administrative Salaries at Colleges and Universities in the West. The data presented in this report is an extrapolation from our data base of colleges and universities in the west. This data is made possible through CUPA's special studies which allow salary survey information to be tailored to an institution's specific needs. For example, if you want salary information on 10 or more institutions with characteristics similar to your own, the service will provide you with salary tables giving the averages for the group. Under the service:

- You select the institutions you wish to have included;
- You indicate the positions to be covered;
- CUPA assembles and analyzes the data;
- Barring any unforseen technical difficulties, CUPA sends you a report within 10 days after headquarters receives your request and payment.

In selecting the institutions to be surveyed, you may want to choose institutions of comparable size (in enrollment, faculty, or budget); schools in your geographic area; or any other group of interest to you.

If you prefer, you can give CUPA the characteristics (classification, support source, systems structure, size or faculty, enrollment, budget, locations) and we will include all institutions that fall into these categories.

There are only two requirements:

- A minimum of 10 institutions must be included;
- Named institutions must be from the list of respondents in the 1978-79 or 1979-80 Ad Comp report, depending upon the information you're seeking.

Survey information is available on the 77 positions covered by the Ad Comp Survey. You may be interested in a single position; a group of positions (for example, senior officers); a series of jobs in one function (such as student affairs or business and finance.) Data can be provided separately for each job, or for several positions as a group.

CUPA will send you the median salaries for the position or group you request, as well as the first and third quartiles (middle 50 percent range).

For information on special studies, write CUPA, 11 Dupont Circle, Suite 120 Washington, D.C. 20036.